United States Army

Logistics Transformation Agency

Orientation Briefing for MG Stevenson & Ms. Baker

30 October 2003

Visit to & Presentation from Logistics Transformation Agency
30 Oct 2003 0930-1130

Following people from AMC are going:

MG Stevenson G-3
Sue Baker Asst G-3
Ron Lewis Director Enterprise Integration, G-3
Jim Folk Chief, Enterprise Integration & Synchronization Division
Ed Shimko Support Contractor for Enterprise Integration & Synchronization Division
Chris Rinald Director Futures, G-3
Marv Isom Chief, Concepts & Requirements Analysis Division
Lou Cocker Support Contractor for Concepts & Requirements Analysis Division
Mike Agogino Technology Support & Integration Div (Contractor)(tentative)

5870 21st St, Bldg. 212, Ft. Belvoir, VA 22060-5919 Directions: Go to 21st on main post. If you go on Gunston Street towards main post, you make a right (at 21st street) and the building is right across the street from the Post Office. Parking is in the back.

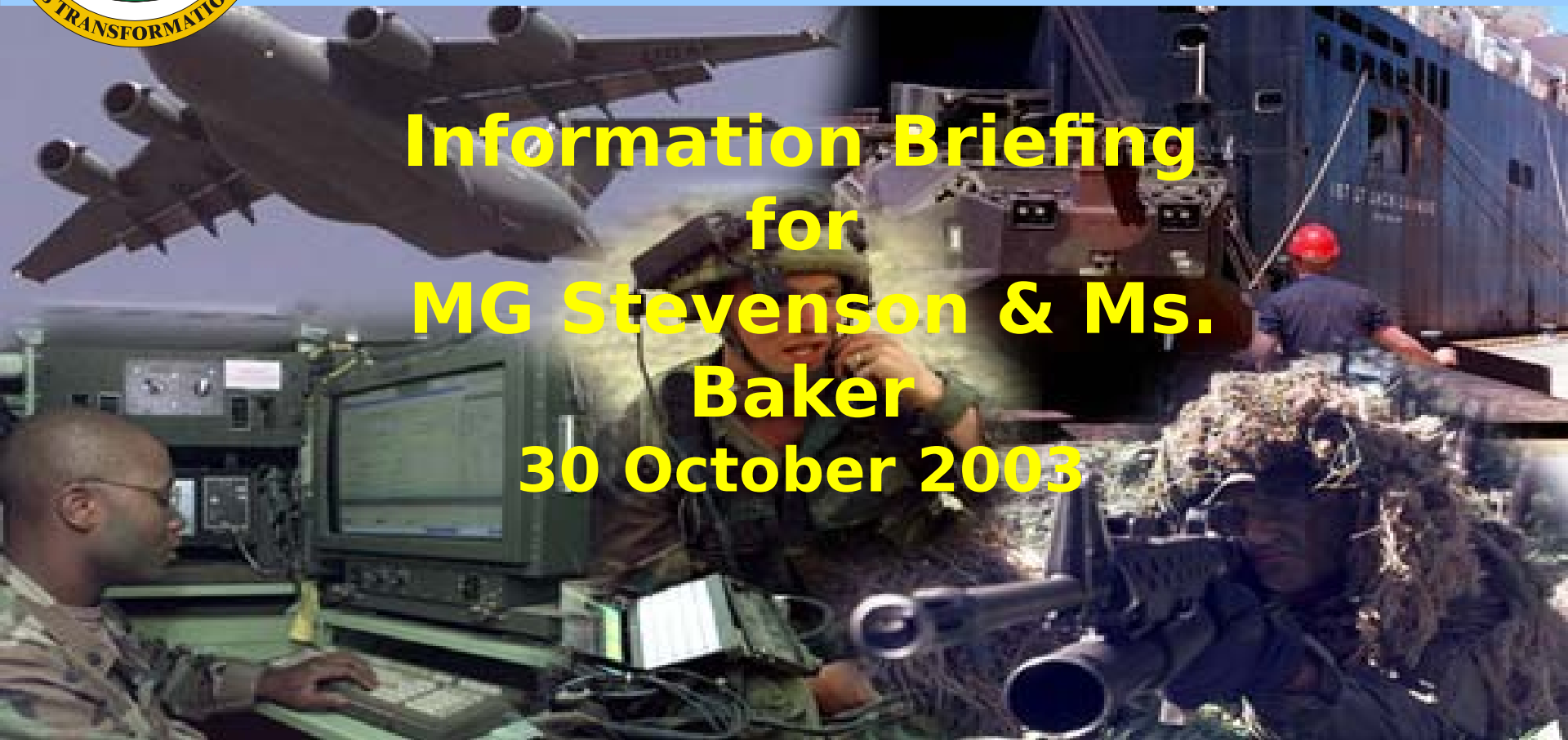
Agenda

0930-0935	**Welcoming Remarks**	**Mr. O'Konski**
0935-1000	**Logistics Transformation**	**Mr. Ho**
1000-1015	**Distribution Owner Support Team**	**Mr. Wa**
1015-1045	**BPR Lab & Metrics**	**Mr. Mellinger**
1045-1100	**Tactical Logistics Data Digitization (TLDD)**	**Mr. Fe**
1100-1120	**Life Cycle Weapon System Management Team**	**Mr. Ducody**
1120-1130	**Wrap Up**	**Mr. O'**

United States Army

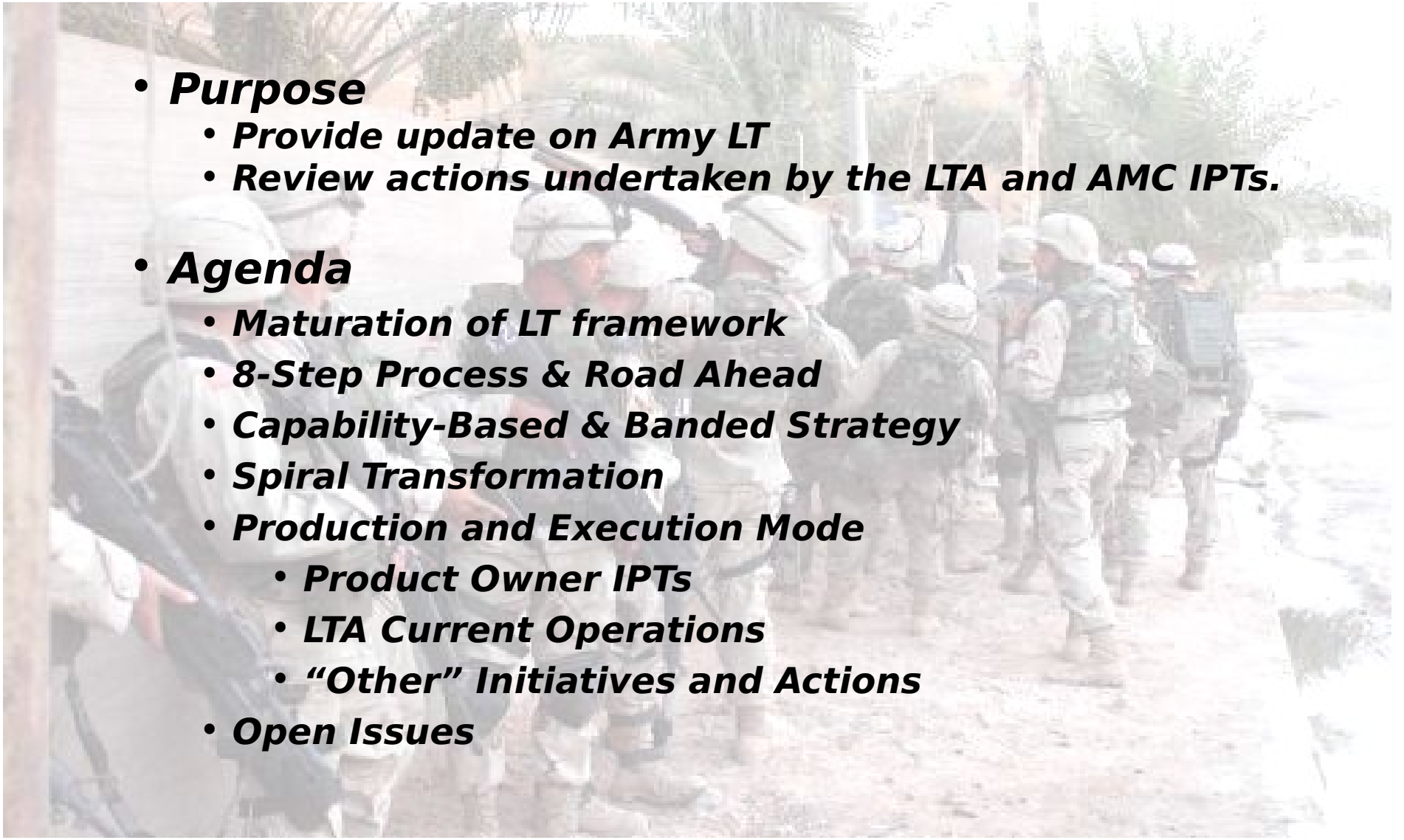
Logistics Transformation Agency

Logistics Transformation Update



Information Briefing
for
MG Stevenson & Ms. Baker
30 October 2003

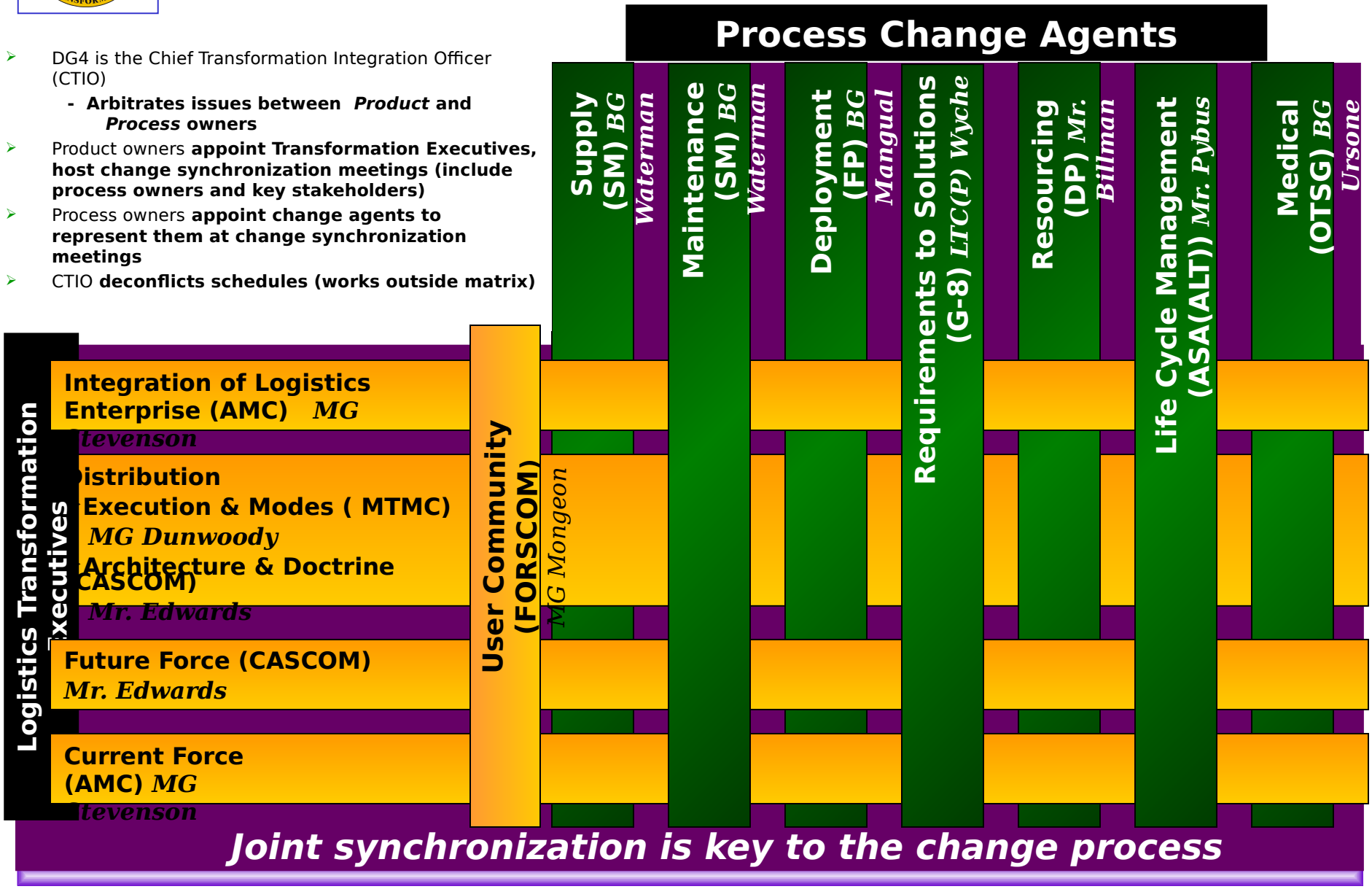
Purpose and Agenda



- ***Purpose***
  - ***Provide update on Army LT***
  - ***Review actions undertaken by the LTA and AMC IPTs.***
- ***Agenda***
  - ***Maturation of LT framework***
  - ***8-Step Process & Road Ahead***
  - ***Capability-Based & Banded Strategy***
  - ***Spiral Transformation***
  - ***Production and Execution Mode***
    - ***Product Owner IPTs***
    - ***LTA Current Operations***
    - ***"Other" Initiatives and Actions***
  - ***Open Issues***

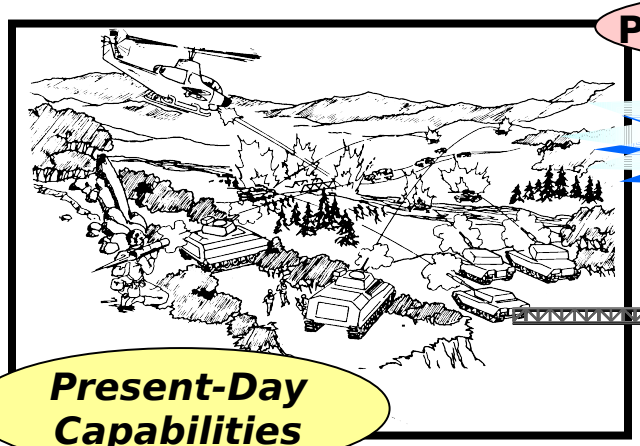
Maturation of LT Framework

- DG4 is the Chief Transformation Integration Officer (CTIO)
  - **Arbitrates issues between *Product* and *Process* owners**
- Product owners **appoint Transformation Executives, host change synchronization meetings (include process owners and key stakeholders)**
- Process owners **appoint change agents to represent them at change synchronization meetings**
- CTIO **deconflicts schedules (works outside matrix)**


Process Change Agents
Supply (SM) BG Waterman
Maintenance (SM) BG Waterman
Deployment (FP) BG Mangual
Requirements to Solutions (G-8) LTC(P) Wyche
Resourcing (DP) Mr. Billman
Life Cycle Management (ASA(ALT)) Mr. Pybus
Medical (OTSG) BG Ursone
Logistics Transformation Executives
User Community (FORSCOM) MG Mongeon
Integration of Logistics Enterprise (AMC) MG Stevenson
Distribution Execution & Modes (MTMC) MG Dunwoody
Architecture & Doctrine (CASCOM) Mr. Edwards
Future Force (CASCOM) Mr. Edwards
Current Force (AMC) MG Stevenson
Joint synchronization is key to the change process

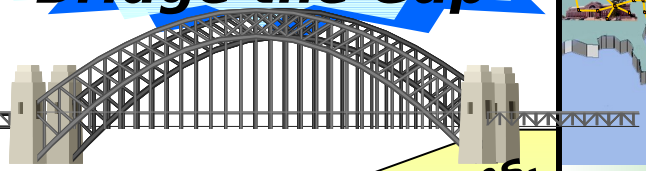
8-Step LT Process

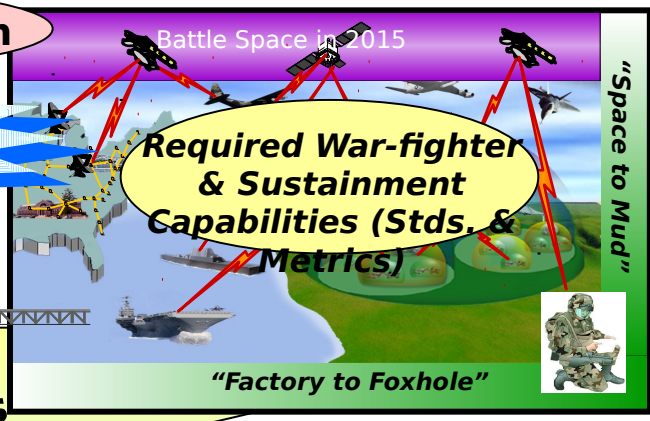
Product Owner Leads Vision



Present-Day Capabilities

Create the Vision-Bridge the Gap

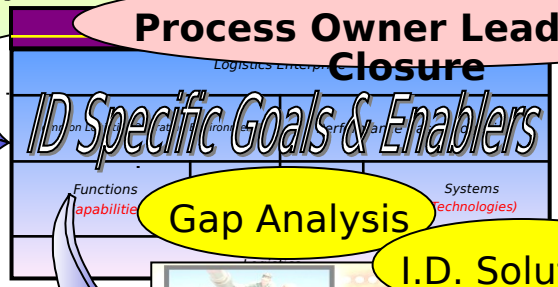




Required War-fighter & Sustainment Capabilities (Stds. & Metrics)

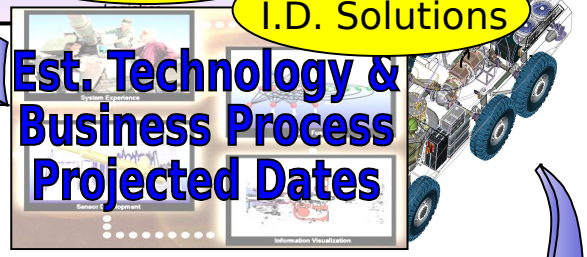
Requirements to Programs, Policy,& Procedures

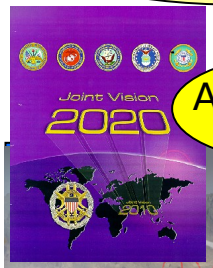
Process Owner Leads Gap Closure



Gap Analysis

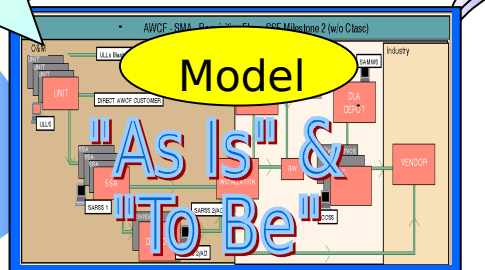
I.D. Solutions





Assess Future

Assess Joint War-fighting & Sustainment Scenario



Define Sustainment Vision

"2015+" Sustainment Capabilities

Synchronize

Backward Plan, Fund, & Execute

Holistic Plan

Integrate w/Others

Road Ahead:
Key Event Timelines

Product or Output	*Description*	*Responsible Party*	*Date Due*	Status:
Product Line Vision	**Codified Vision of Required Capabilities. Use standards and metrics.**	**Product Owners**	**May 03**	✓
As- Is/To-Be Modeling	**Proposed *To-Be* Architecture with analysis of *As-Is* Architecture.**	**Process Owners**	**Jul 03**	✓
Solution Set Identification	**Documented plan with comprehensive goals and supporting enablers.**	**Process Owners**	**Aug 03**	✓
Holistic Plan	**Integrated detailed plan, outlining enablers, initiatives, actions and timelines.**	**Product Owners**	**Sep 03**	
Synchronized Timeline	**Synchronized milestones and inch-stones for enablers, initiatives and actions.**	**Product Owners**	**Sep 03**	
Funding Strategy	**Strategy for funding and execution.**	**Process Owners**	**Oct 03**	
Banded Priorities w/Metrics	**Establish priorities against limited resources.**	**Product Owners**	**Nov 03**	
FY 06 -11 POM Build		**Process Owners**	**Dec 03 / Jan 04**	

Visions Approved by LTEC

Only High-Level Assessments

Focus is on Current & OIF Enablers

LTEC Review

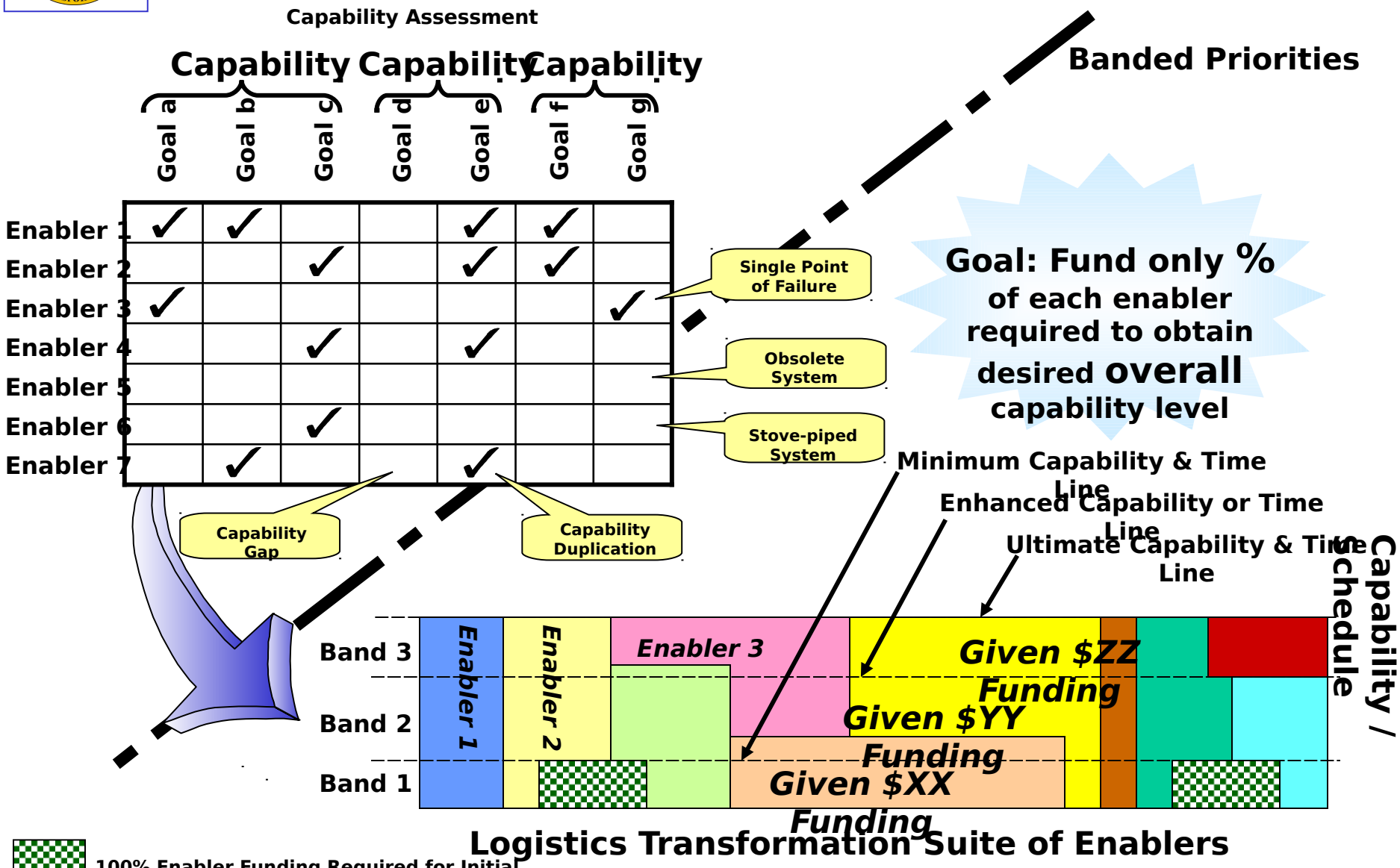
Evaluation of Enablers Ongoing

Working POM Actions Now

LTEC Review

LBOD

Capabilities-Based & Banded POM Input



Incorporating Lessons Learned & CSA Immediate Focus Areas

- ***Logistics Information Systems Connectivity***
- ***Distribution***
- ***Logistics Enterprise Integration and Interoperability***
- ***End-to-End Logistics Warfighter Support***
- ***Weapon Systems Supportability***
- ***Policy, Regulation, and Doctrine***
- ***Deployment Planning and Executio***
- ***Communications Bandwidth***
- ***Integrated Common Operating Pi***
- ***Jointness***
- ***Others***
  - ***OSD-Directed Operational Net Assessment***
  - ***Rand Arroyo Center, G-4/CASCOM Sponsored***

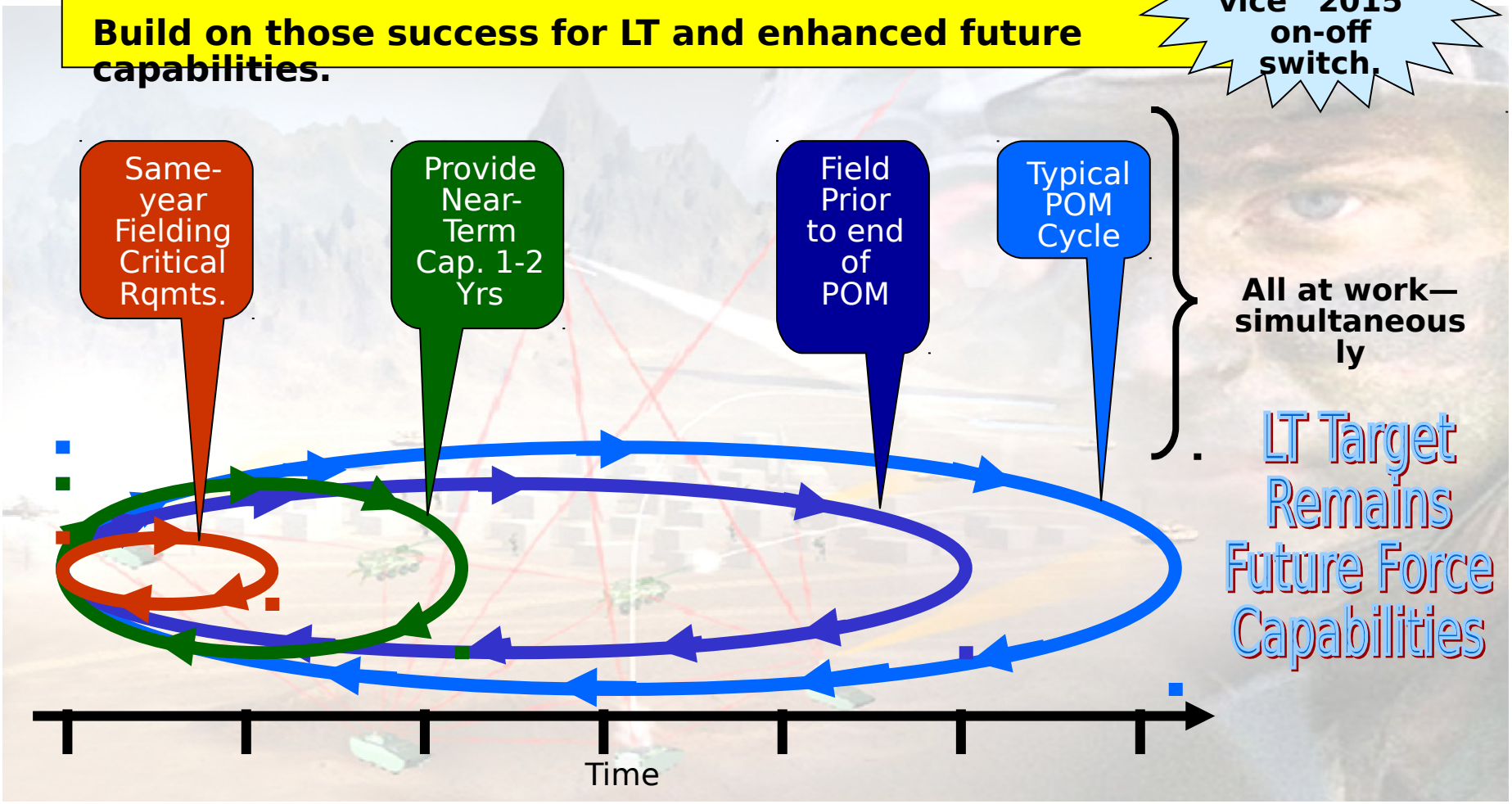
"Spiral LT"
Refining how Lessons Learned are Incorporated into Near-Term

LT Process Timeline—Spiral Transformation

Bring required capabilities to warfighter support ASAP

Build on those success for LT and enhanced future capabilities.

Need a "dimmer" vice "2015" on-off switch.



All at work—simultaneously

LT Target Remains Future Force Capabilities

Product Owner IPTs

Functioning

Logistics Information Systems (AMC)
Chair: Mr. Jim Folk

Current Force (AMC)
Chair: Mr. Gary Bishop

Distribution (CASCOM and MTMC)
Co-Chairs:
-Mr. Bob Dienes (CASCOM)
-Mr. Frank Galluzo (MTMC)

Future Force
Chair: (CASCOM) Bill Moore
FCS/LSI Supportability IPT;
Maneuver Sustainment Working Group/GOSC

LTA's LNOs

LTA's Internal IPTs

ODCS, G-4 SMEs & AOs

ODCS-G-4 Brief
Communicate LT strategy throughout Process Owner Areas

Cook Book Rewrite
Refine our approach based on experience and guidance

LT Ownership

Provide Tools
Leverage LTA's capabilities within IPT efforts

Work Near-Term
Make immediate improvements when/where possible

Stay Engaged
Continue to mentor and guide —not "own" process or products

LTA's Current Operations

- ***LTA's Tiger Teams*** *LCWSM & Distribution teams support Process Owners*
  - Take previous LNO involvement to next level

- **"CAT V Analysis"** focuses efforts
  - Evaluating enablers and initiatives for: Relevance to LT, Availability of Funding, IPT Stewardship, and Overall Momentum
  - CAT III, IV, and V - require some level of LTEC (or LBOD) attention
  - LTA surfaces issues to CTIO for consideration and action

- **Business Process Redesign Laboratory (BPRL)** tool provides key insights
  - Think it, See it, Test it, and Do it…
  - Develops basis for "To-Be" analysis – Cost, Impact, Capability

- **Business Process Linkage (BPL)** tool aligns policy decisions with process
  - Policy will "drive" transformation and influence outcomes

- **Joint and Service Involvement** ensures LT supports Joint Transformation
  - Integrated into initial JDES effort & Sense & Respond—shape the development and lead Services in execution

- **Metrics** measures our efforts
  - Management Metrics provide insight into process; Functional Metrics detail ou

- **LT Collaboration Center** ties efforts together and provides management support

Other Initiatives & Ongoing Actions

Penn State University Center for Supply Chain Research

Recurring Transformation Challenges Workshops

S&T Stand-Alone Document (Draft Staffed)

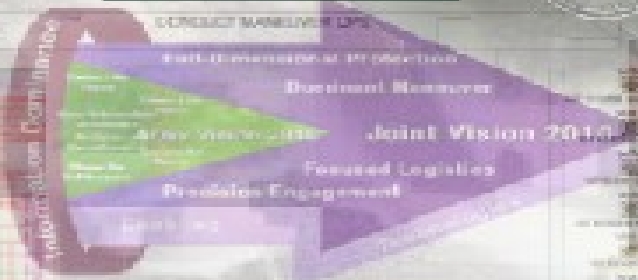
Provides insight into S&T Opportunities as related to Logistics Operations

Strategic Communications

Take the LT message to those who must understand it, work it, and resource it

USJFCOM Joint Logistics Transformation Center

USJFCOM/LTA MOA to place LNO at JLTC to synchronize Army and Joint initiatives



Technology Demonstrations

Promising technologies in distribution, sustainment, quality of life – available, relatively inexpensive, high ROI

Independent Assessment – 2032+

A partnership with industry performer to seek out and implement best practices, technology, and information technologies

DCS, G-4 Strategy Document (In Draft)

Provides overarching way-ahead ISO the Future Force

Independent Assessment of ODCS, G-4 Requirements Determination and Validation Process

Identify, implement, improvements to current process

Issues

- **DALEI Management & Oversight Structure.**
  - **Is it well integrated into LT?**
- **Logistics Enterprise – Key to and drives other LT efforts.**
  - **Is it well synchronized?**

United States Army

Logistics Transformation Agency

Distribution Process Owner Support Team

Information Briefing for MG Stevenson & Ms. Baker 30 October 2003

Mr. Roy Wallace
Chief, Power Projection Division
roy.wallace@hqda.army.mil
(703-805-5032)

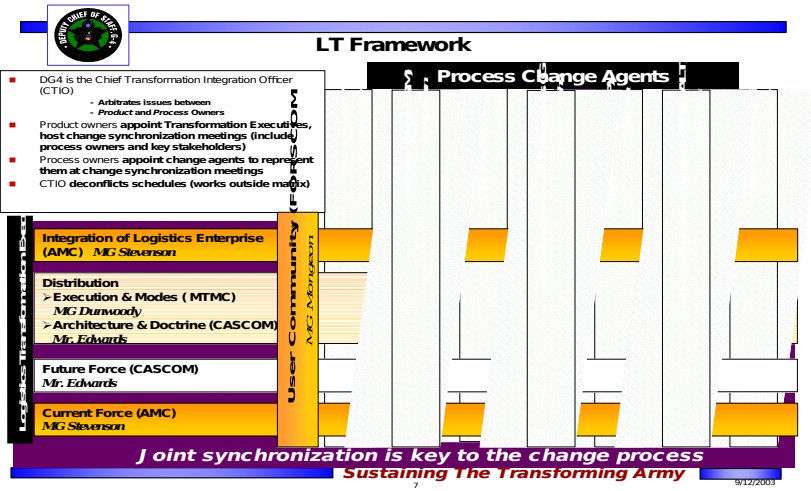
Process Owner Change Agent Responsibilities

Provide programs, enablers, and initiatives that achieve goals set forth in the Logistics Transformation Executive's (LTE) Vision

- **Evaluate Product Owner Visions and LTTF recommendations to identify Distribution components.**
- **Attend Product Owner IPTs and help integrate their respective efforts**
- **Lead modeling efforts and gap analyses—recommend solution sets to IPT/LTE**
- **Explore ongoing projects/initiatives that could fill "gaps" in the Distribution System**
- **Identify emerging technologies that could fill "gaps" in the Distribution System**
- **Synchronize Logistics Transformation timelines and milestones with PPBES and TAA**
- **Develop funding strategies**
- **Work with PEOs to acquire support f establish ROI omplishr**

Distribution Process Owner Support Team
Mission: To Help Process Owner Change Agents identify, coordinate, synchronize and provide programs, enablers, and initiatives that achieve the goals set forth in the Logistics Transformation Executives' Vision.

Process Owners Supported
DALO-FP
DALO-SM


LT Framework
Process Change Agents
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Joint synchronization is key to the change process
Sustaining The Transforming Army
9/12/2003

Support Team Assistance to Process Owner

Purpose: Help Change Agents identify, coordinate, synchronize and provide programs, enablers, and initiatives that achieve the goals set forth in the Logistics Transformation Executives' Vision

- **Evaluate product owner visions, LTTF recommendations, and AP3 Action Plan to determine distribution components**
- **Participate in product owner IPTs and AP3 working groups and help to integrate their efforts**
- **Inventory distribution-related programs, projects, studies and actions to determine what is being planned and implemented DOD-wide. Determine the extent to which these efforts are contributing to LT, DBL, Strategic and Global Distribution, and AP3**
- **Develop detailed deployment/sustainment architecture to support each distribution related product, process, or service by modeling "As-Is" and proposed "To-Be" capabilities that are linked to vision requirements**
- **Conduct gap analysis and define specific solutions and CSS enablers, analysis, and possible adoption**
- **Develop a strategy for integrating and synchronizing S&T enablers with the Distribution System to include conducting user demonstrations**
- **Identify distribution funding requirements for POM submissions**

Team members from all LTA Functional Divisions

Director LTA guidance:

- **Follow cookbook steps leading to ability to band and prioritize efforts for next POM**
- **Take body of transformation initiatives and apply appropriate level of effort necessary to move forward**

Actions to Date

- ***Developed Matrix of Ongoing Distribution Initiatives/Enablers (LTTF and AP3)***
  - ***Reviewed list of 300; selected 100 for Distribution spotlighting***
- ***Assisted Product Owners with initial TEO tasker to align programs with capabilities***
- ***Assisted CASCOM and MTMC in refining required capability statements, goals, and associated enablers to support distribution for the future force***
  - ***Drafted strawman capability statements***
  - ***Met with CASCOM and MTMC to refine statements and develop goals***
  - ***Aligned enablers to capabilities***
  - ***Developed capability/enabler assessment matrix based on G-8 guidance***
  - ***Developed CASCOM/MTMC brief for LTWG and LTEC***
- ***Performed "Cat V" Analysis of Distribution Initiatives***
- ***Proposed to MTMC and CASCOM establishing ILAR Working Group under auspices of Distribution IPT – initial response positive***
- ***Briefed ODCS, G-4 (DALO-FP, DALO-SM) Personnel on Team***

Distribution Product Owner Required Capabilities

- **End-to-end distribution system:** Develop an end-to-end (factory-fort to foxhole-and back) distribution system that provides continuous visibility of ammunition, unit equipment and sustainment moving in the pipeline; the capacity to deliver the right equipment and supplies to the warfighter, on time and to the required location on the battlefield; and has control measures to assure quality service. It is a complete system that incorporates best business practices, advanced delivery systems and information enablers. The system must be flexible, predictive, responsive and integrated into a JIM framework.

- **Delivery systems:** Provide reliable air, ground and sea delivery systems, manned and unmanned, capable of moving personnel and materiel from deployment/distribution centers as far forward as the Combatant Commander specifies. Delivery systems must leverage emerging technology, and as appropriate, include embedded materiel handling and guidance systems, prognostics and diagnostics, dynamic routing/re-routing, onboard water generation capabilities and be equipped with basic force protection features.

Distribution Product Owner Required Capabilities (Cont'd)

- **Infrastructure: Ensure infrastructure that supports distribution is both available and adequate to enable the uninterrupted flow of personnel and materiel from "factory/fort to foxhole and back." Focus on capabilities to enhance direct throughput at air, ground, and seaport distribution nodes, and on capabilities to rapidly improve alternative and/or undeveloped port and airfield facilities. Provide rapid, accurate assessments of infrastructure operational and surge capacity.**

- **Business practices and information/communications systems: Develop standardized business practices that support the warfighter. Develop, implement and sustain a Joint, holistic distribution/knowledge management network control system that delivers total asset visibility and in-transit visibility to the Combatant Commander; supports deployment, sustainment,and redistribution operations; and specifically links to Battle Command and logistics information systems, enabled by assured communications. Provides visibility of Warfighter sustainment requirements in real time.**

- **Single Distribution Management: Establish a single, global distribution manager and Distribution Management Centers at the strategic, operational and tactical levels to control and integrate the distribution system, while increasing throughput speed to warfighters. AC/RC forces, units and activities will be realigned to provide continuity of operations and a rapid deploy@1nt response capability.**

Capability 1 and Supporting Goals – End to End Distribution System

Capability 1 – End to End Distribution System: **Develop an end to end (factory/fort to foxhole and back) distribution system that provides continuous visibility of ammunition, unit equipment and sustainment moving in the pipeline; the capacity to deliver the right equipment and supplies to the warfighter, on time and to the required location on the battlefield; and has control measures to assure quality service. It is a complete system that incorporates best business practices, advanced delivery systems and information enablers. The system must be flexible, predictive, responsive and integrated into a JIM framework.**

Goal 1 – Reduces wait time for supplies

Goal 2 – Keeps pace with maneuver

Goal 3 – Leverages joint and industry capabilities

Goal 4 – Establishes time definite delivery requirements

Goal 5 – Automated systems and communications provide asset visibility

Goal 6 – ITV and TAV level 6 detail

Goal 7 – Global communications

Critical Enablers		
AAFARS	PLS TLR	RFID
CLBT	RIFTS	LIS
FMTV	TSV	MTS
FTTS	CAMEL	STMS
AIK	EDRS/SEDRE	TCAIMS II
HEMTT-LHS	CAISE/SATCOM	DIST MGT SYS
HEMTT-TKR	DPOC	LMFF
HEMTT-WKR	DIST MGT SYS	LWP
HMMWV	GCSS-A	JFRG II
HIPPO	GTN	MPOC
ECDS	SMART DIST	SDHSS

Distribution Capability Enabler Assessment

Distribution Capabilities	E2E Dist Systems								Delivery Systems						Infrastructure						Bus Practice & Log Inf/Comm Sys								Sgl Dist Mgr				Log Imperat		
	Visibility	Capacity	Control	Delivery Systems	Infrastructure	Business Practices	Info systems	Distribution Mgr	Air Systems	Ground Systems	Sea Systems	Enhanced Technolog	Aerial Resupply	Force Protection	Deploy/Employ Site	SPOE/SPOD	APOE/APOD	PREPO	Capacity Assessmer	Log Over-the-Shore	Std Bus Practice	Coml Practices	Knowledge of Capac	Tools To Control Pipe	Retrograde	ITV/TAV	Assured Communicat	Requirement Visibili	Policy	Dist Managers	Dist Mgt Centers	Controlled/Integrated	Enhance Deployme	Reduce Log Footprin	Reduce Costs
Strategic Assessment																																		
Aircraft Interface Kit		CP		CP					KE			E	E				KE															CP		KE
Adv Avn Fwd Area Ref Sys **		CP		CP					KE				KE																			CP	CP	CP
Aerial Delivery		CP		CP					CP				CP	E																		CP	KE	
Aerial Resupply Platforms		KE		KE					KE				K																			KE	KE	
Adv Low Vel Airdrop Sys		KE		KE					KE				K																			E	E	E
All Terr Lifter Army Sys		KE		KE						KE																						KE	E	E
Army Node Transloader		E		E						E																						E		
ASL Mobility Sys		E		E						E																						E	E	E
Assault Hoseline Sys		E		E						E		E																				E	E	E
CAISI/SATCOM	CP		CP				CP					KE															CP					CP		
Configured Loads		CP		CP		E							KE	E							E										E	KE	E	E
Conf Loads Bldg Tool		KE	CP				E					E																				E	CP	E	E
CROP Handler and Transport		E		E											E		E								E							E		E
(CROP)		KE		KE											KE		KE															E		E
Deployable Port Opns Center	CP		CP													KE								E		CP	KE				KE	E		
Distribution Mgt Sys	CP		CP					CP				KE											KE	CP	E	KE			CP	CP	CP			KE

DRAFT

Criteria for Assessment
CP -- Core Provider: The system root is the primary system that provides the stated capability; without this system, the capability is not achieved (e.g. Comanche is the Core Provider of Armed reconnaissance).
KE-- Key Enabler. A component system that is essential to meet intended mission/capability without unacceptable operational risk. (e.g. rockets and commo suites for Comanche are key enabler during mission execution of armed reconnaissance)
E -- Enabler: A component system that complements achievement of the intended mission, but is not mission essential (e.g. Infrared countermeasure system complements Comanche in Armed reconnaissance mission, but is not essential to Comanche

Next Step = Resource Assessment

*Ongoing/**Future Actions***

- ***Ongoing***
  - ***Evaluating product owner visions to determine distribution components***
  - ***Determining status of ongoing distribution-related programs, projects, studies, and actions***
  - ***Assisting with prioritization and banding of distribution enablers***
  - ***Working with CASCOM/MTMC for formal concurrence to establish ILAR working group***
  - ***Working with AP3 working group to complete Action Plan***
  - ***- Model analysis of select enablers***
    - ***Refine distribution "As Is" model***
    - ***Configured Loads***
    - ***Weigh-in-Motion***
- ***Future***
  - ***Assist CASCOM/MTMC with completion of capability/enabler assessment***
  - ***Assist Process Owners in developing POM input***
  - ***Assist Process Owners in developing funding strategy, execution plans, and metrics to monitor the achievement of each transformation goal through supporting enablers.***
  - ***Begin working "to be" model and analysis of other select enablers***

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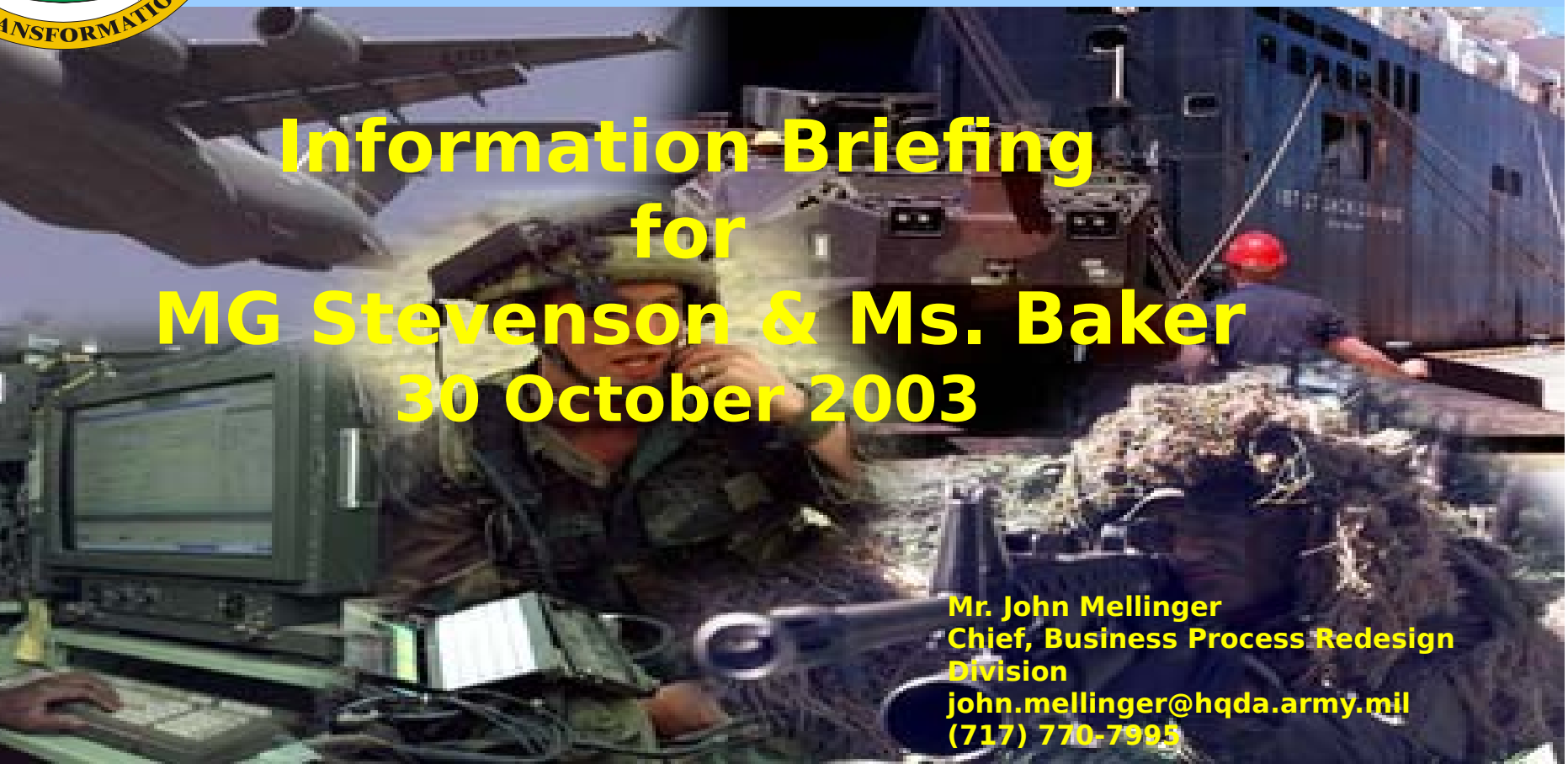
BPR Lab/Metrics



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for
MG Stevenson & Ms. Baker
30 October 2003

Mr. John Mellinger
Chief, Business Process Redesign Division
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(717) 770-7995

Bottom Line Up Front

How is the BPR Lab used?
(and how can the lab be used to help transform Army logistics)

BPR lab <u>process</u> can be used to help:

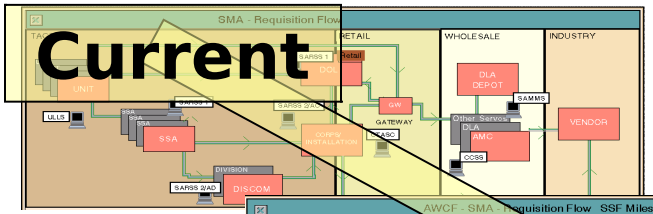
- **Develop and Communicate Vision**
- **Quantify impact**
- **Facilitate the change management process**

The Transformation Process

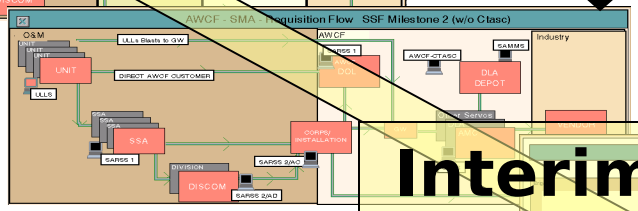
Transformation Initiatives:

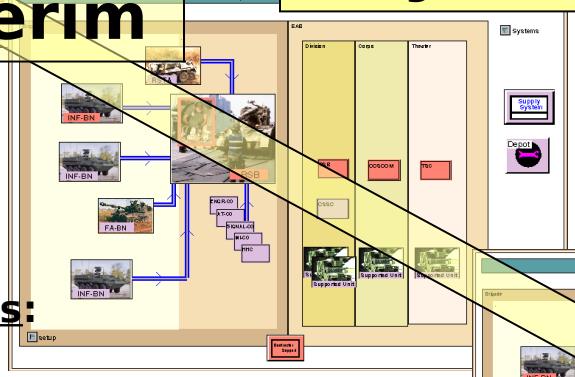
Enablers:	**Process**
Changes:	
Enabler A	**Process**
Change A	
Enabler B	**Process**
Change B	
Enabler C	**Process**
Change C	

Current



Interim

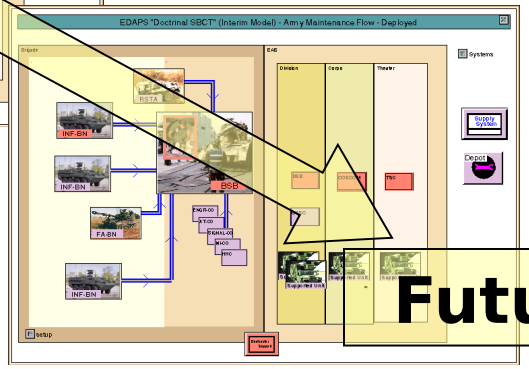




Enterprise Management Process:

Policy Doctrine Training

Systems Funding



Future

Foundation: **Metrics based assessments**

Projects

Complete

- "Army Logistics Rock Drill"
- Single Stock Fund
  - Milestone 1 & 2
  - USAREUR & ARNG
  - Milestone 3
  - Assessments
- Training Ammunition Supply Chain Management
- National Maintenance Management
- Bulk POL Distribution
- Class I/Water Distribution
- RDES
- Depot Maintenance
- DS+ Policy Assessment

Workin

- Army Power Projection Program (AP3) distribution analysis
- Deployment Process Improvements
- SBCT Logistics Operations
- Embedded Diagnostic and Prognostic Synchronization (EDAPS) operational architecture
- Two - Level Maintenance
- Business Process Linkage

Future

Transformation Operational Architectures

- CLOE
- Distribution
- Deployment
- Supply
- Maintenance
- Life Cycle Weapon System Management
- Medical
- ERP

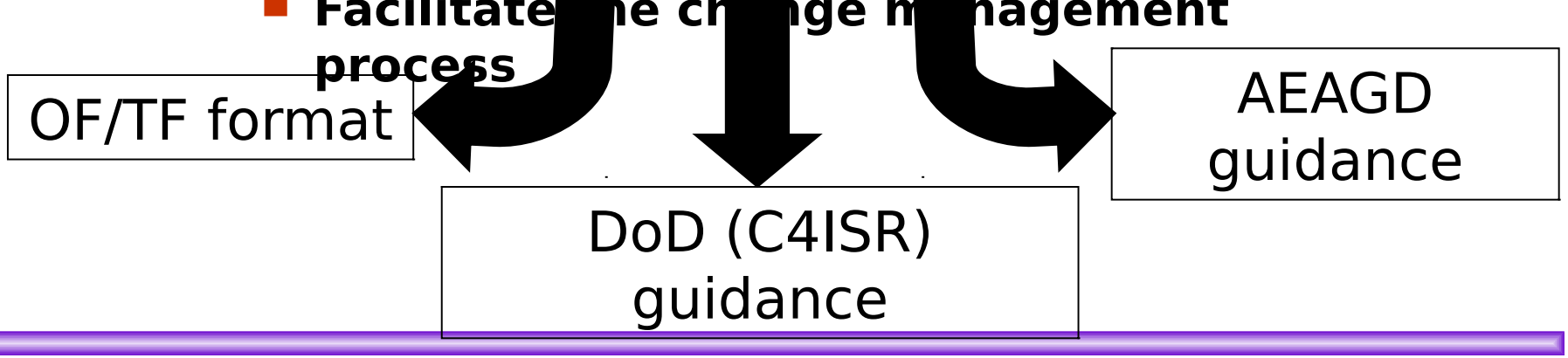
BPR Lab & Architectures

Objective: **Develop the architectures…or be the basis for developing the required architecture products**

- **What are the requirements? and in what format?**
- **For what purpose? Communication or "Check-a- box"?**

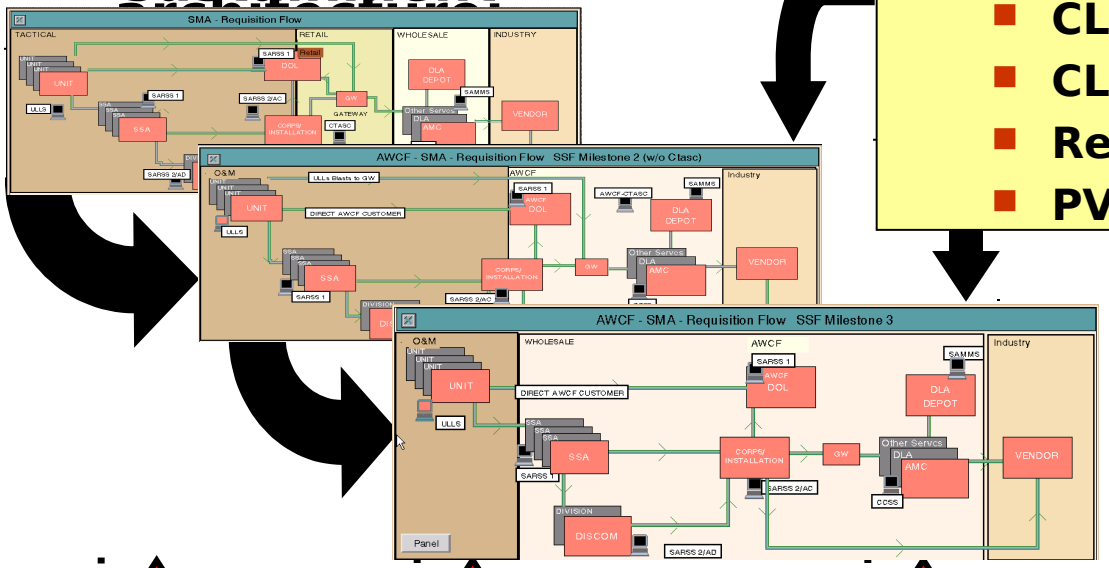
BPR lab process used to:

- **Develop visualization for communication**
- **Quantify impact**
- **Facilitate the change management process**



Weapon System Sustainment Operational Architecture Development

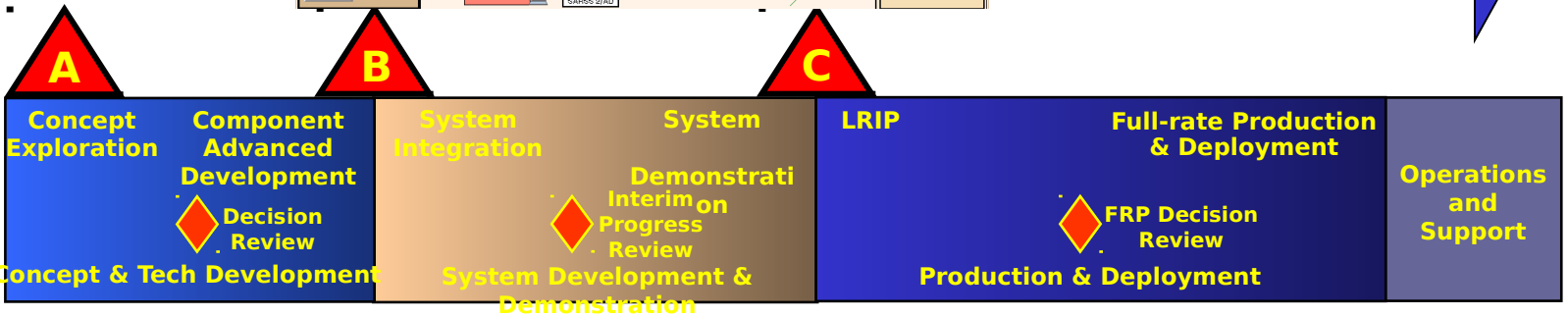
"Generic" organic sustainment



Palette of:

- **CLS Supply**
- **CLS Maint**
- **Recap**
- **PVS**

QUESTIONS



Pre-systems Acquisition

Systems Acquisition

Sustainment

Outline

- **Why metrics?**
- **Mission and Objectives**
- **Metrics Strategy**
- **Current Work**
  - **DIALOG**
  - **ALERT -- with demo**
  - **Cost to Performance**
- **Next Steps**

Why are metrics important?

"Performance measurements that are…linked to an organization's… strategy are critical for communicating and executing that strategy."

"Metrics drive behavi

Translating Strategy into Action"

If you can't measure it, you can't manage it"

"Without data, you're just another person with an opinion"

"Measurement is the first step that leads to control and eventually improvement. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it."

Why are metrics important?

"Performance measurement … linked to an organization's… strategy are critical f… executing that strategy."

MID 910 – associate performance metrics with resources

"Metrics driv… measure it, …anage it"

MID 901 – establish and track performance results

… you're just another person with an opinion"

"Measurement is the <u>first step</u> that leads to control and eventually <u>improvement</u>. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it."

Mission and Objectives

Mission:

nage and execute Logistics Corporate Metrics Progr

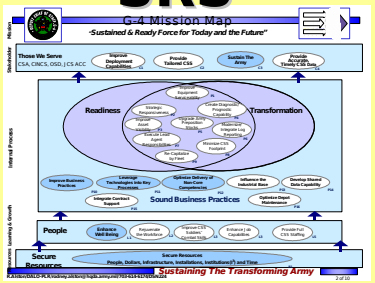
Program Objectives:

- Develop and field enterprise metrics system -- e.g., ALERT; Support SRS Initiative; DIALOG
- Provide metrics analyses -- e.g., identify adverse trends with recommended corrective actions; link cost to performance
- Provide metrics "R&D" -- e.g., enterprise management for new metrics; new concepts from DOD/Commercial sector; ERP Capability
- Integrate metrics into normal logistics business practices - e.g., XYZ metric is automatically monitored, when out-of-tolerance recommended corrective action is provided

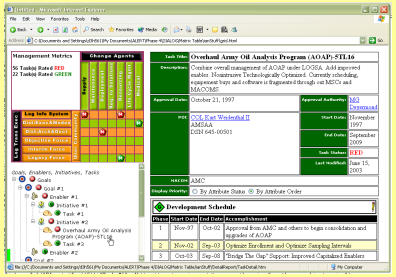
Management/Metrics Architecture

ALERT

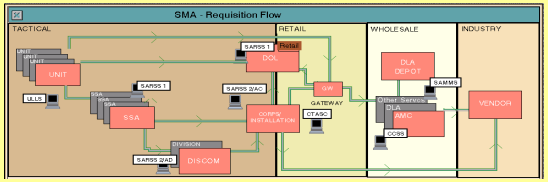
SRS



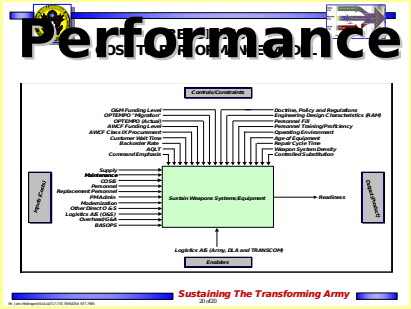
DIALOG



BPR Lab



Cost to Performance



Transformation Application

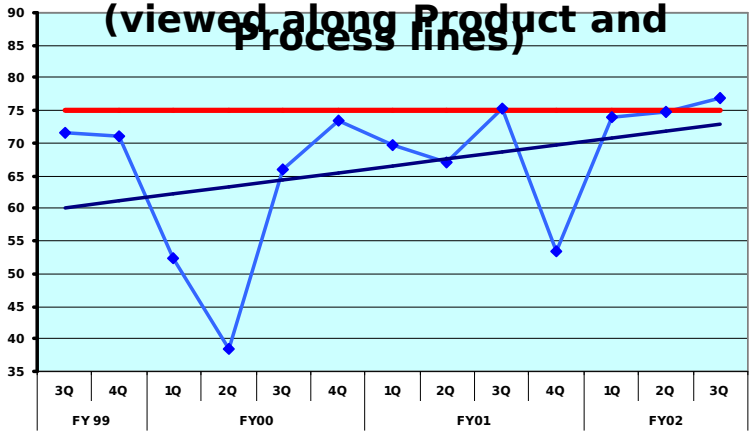
POM Application

Measurement Application

Access to DIALOG Thru LTCC

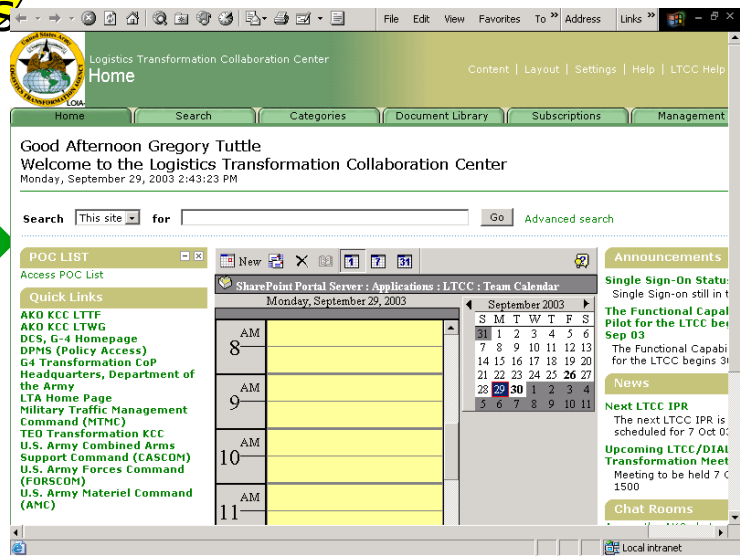
Establish performance measures for achieving logistics transformation and continuously assess *corporate Army* progress toward meeting logistics transformation objectives.

Functional Metrics (viewed along Product and Process lines)

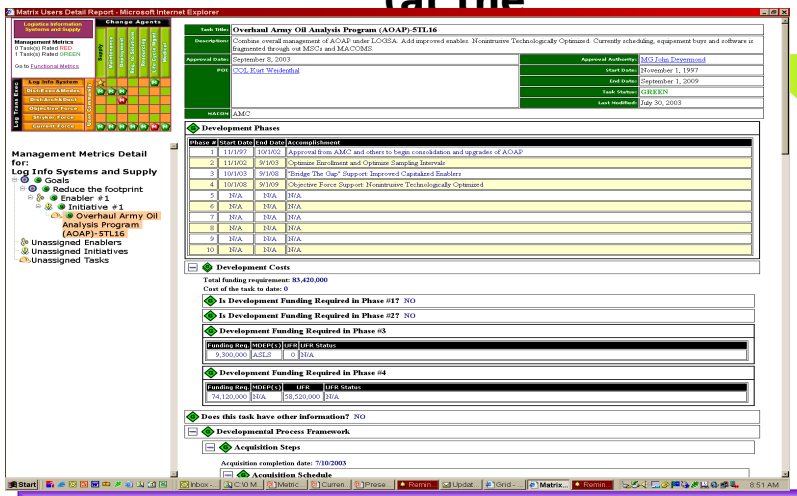


LT "Outcomes"

On-Line & Real-Time

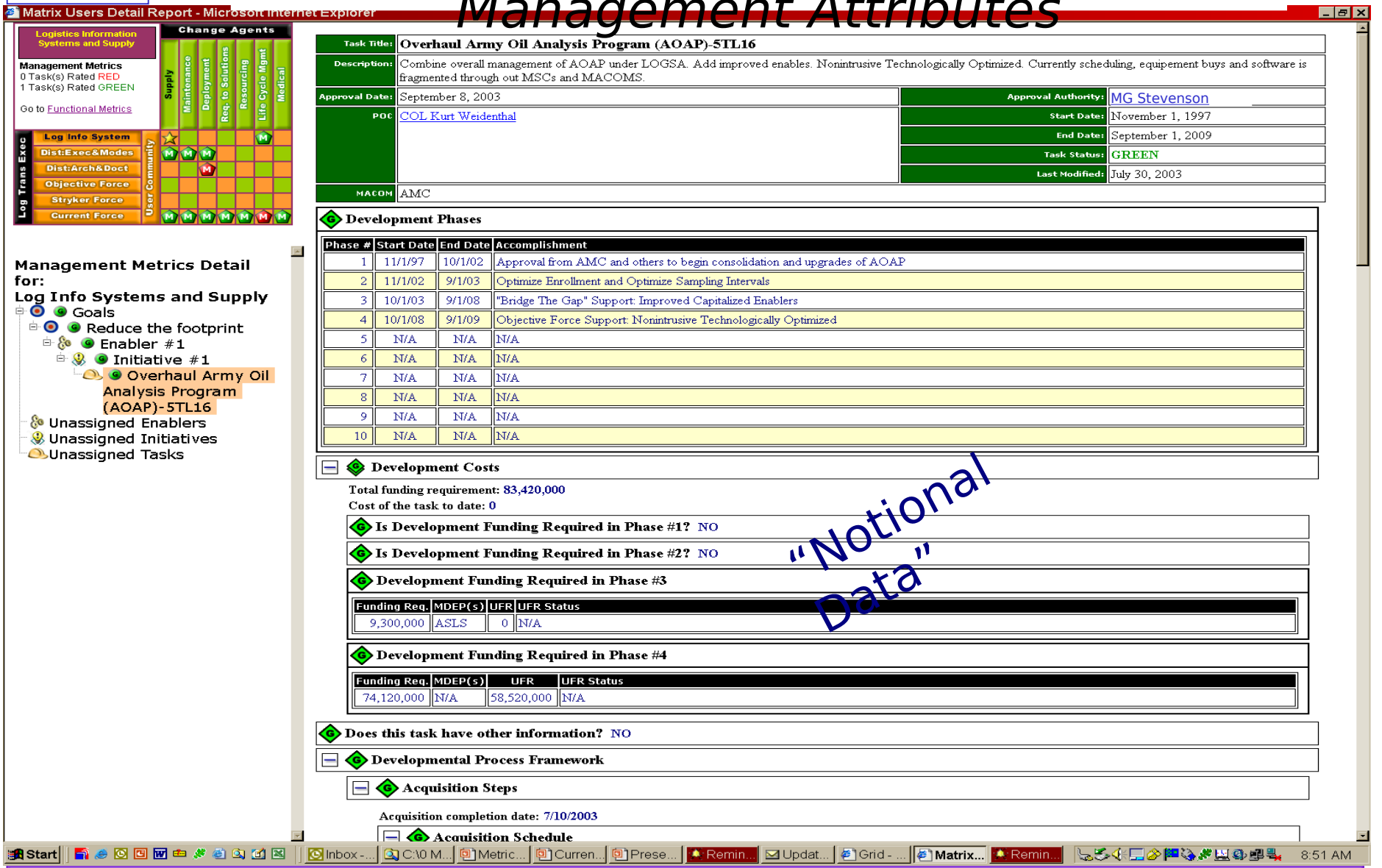


Management Metrics (at the


Matrix Users Detail Report - Microsoft Internet Explorer
Management Metrics Detail for:
Log Info Systems and Supply
Goals
Reduce the footprint
Enabler #1
Initiative #1
Overhaul Army Oil Analysis Program (AOAP)-STL16
Unassigned Enablers
Unassigned Initiatives
Unassigned Tasks
Overhaul Army Oil Analysis Program (AOAP)-STL16
Development Phases
Development Costs
Is Development Funding Required in Phase #1? NO
Is Development Funding Required in Phase #2? NO
Development Funding Required in Phase #3
Development Funding Required in Phase #4
Does this task have other information? NO
Developmental Process Framework
Acquisition Steps
Acquisition Schedule

Decision Support Tool

Enabler Detail Options – Management Attributes


Matrix Users Detail Report - Microsoft Internet Explorer
Logistics Information Systems and Supply
Management Metrics
0 Task(s) Rated RED
1 Task(s) Rated GREEN
Go to Functional Metrics
Change Agents
Supply
Maintenance
Deployment
Req. to Solutions
Resourcing
Life Cycle Mgmt
Medical
Log Trans Exec
Log Info System
Dist:Exec&Modes
Dist:Arch&Doct
Objective Force
Stryker Force
Current Force
User Community
Management Metrics Detail for:
Log Info Systems and Supply
Goals
Reduce the footprint
Enabler #1
Initiative #1
Overhaul Army Oil Analysis Program (AOAP)-5TL16
Unassigned Enablers
Unassigned Initiatives
Unassigned Tasks
Task Title: Overhaul Army Oil Analysis Program (AOAP)-5TL16
Description: Combine overall management of AOAP under LOGSA. Add improved enables. Nonintrusive Technologically Optimized. Currently scheduling, equipement buys and software is fragmented through out MSCs and MACOMS.
Approval Date: September 8, 2003
Approval Authority: MG Stevenson
POC: COL Kurt Weidenthal
Start Date: November 1, 1997
End Date: September 1, 2009
Task Status: GREEN
Last Modified: July 30, 2003
MACOM: AMC
Development Phases
Phase # | Start Date | End Date | Accomplishment
1 | 11/1/97 | 10/1/02 | Approval from AMC and others to begin consolidation and upgrades of AOAP
2 | 11/1/02 | 9/1/03 | Optimize Enrollment and Optimize Sampling Intervals
3 | 10/1/03 | 9/1/08 | "Bridge The Gap" Support: Improved Capitalized Enablers
4 | 10/1/08 | 9/1/09 | Objective Force Support: Nonintrusive Technologically Optimized
5 | N/A | N/A | N/A
6 | N/A | N/A | N/A
7 | N/A | N/A | N/A
8 | N/A | N/A | N/A
9 | N/A | N/A | N/A
10 | N/A | N/A | N/A
Development Costs
Total funding requirement: 83,420,000
Cost of the task to date: 0
Is Development Funding Required in Phase #1? NO
Is Development Funding Required in Phase #2? NO
Development Funding Required in Phase #3
Funding Req. | MDEP(s) | UFR | UFR Status
9,300,000 | ASLS | 0 | N/A
Development Funding Required in Phase #4
Funding Req. | MDEP(s) | UFR | UFR Status
74,120,000 | N/A | 58,520,000 | N/A
"Notional Data"
Does this task have other information? NO
Developmental Process Framework
Acquisition Steps
Acquisition completion date: 7/10/2003
Acquisition Schedule
Start
8:51 AM

Enabler Detail Options – Functional Attributes

Logistics Enterprise Metrics System

History

- DCS, G-4 Directed Project.
- Result of Wiseperson Seminars.

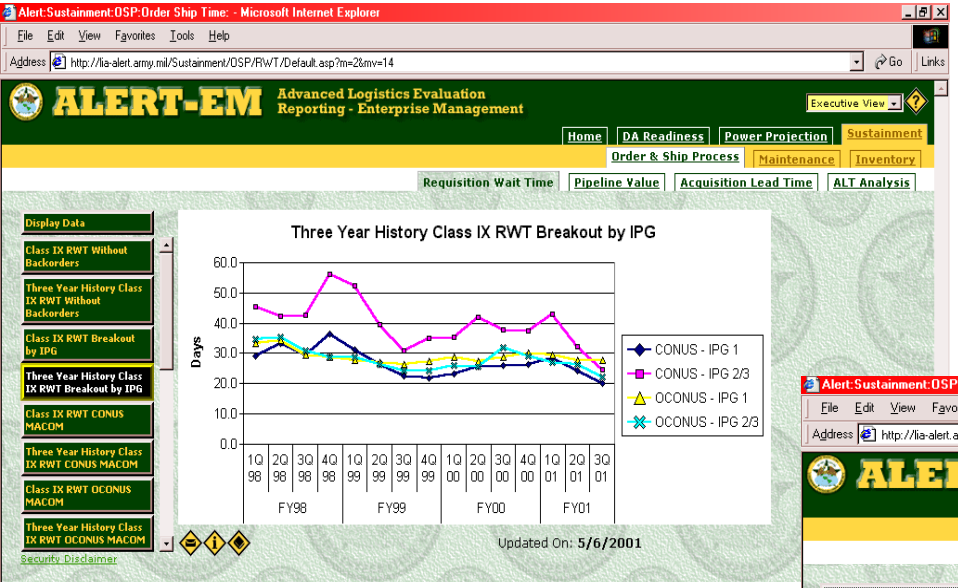
What is it? What does it do?

- Acquires inputs from Army logistics databases and other sources.
- Calculates measures of performance for Army logistics processes/costs.
- Produces graphic outputs in key logistics areas, providing a composite picture of Army logistics at enterprise level.

Who benefits? How?

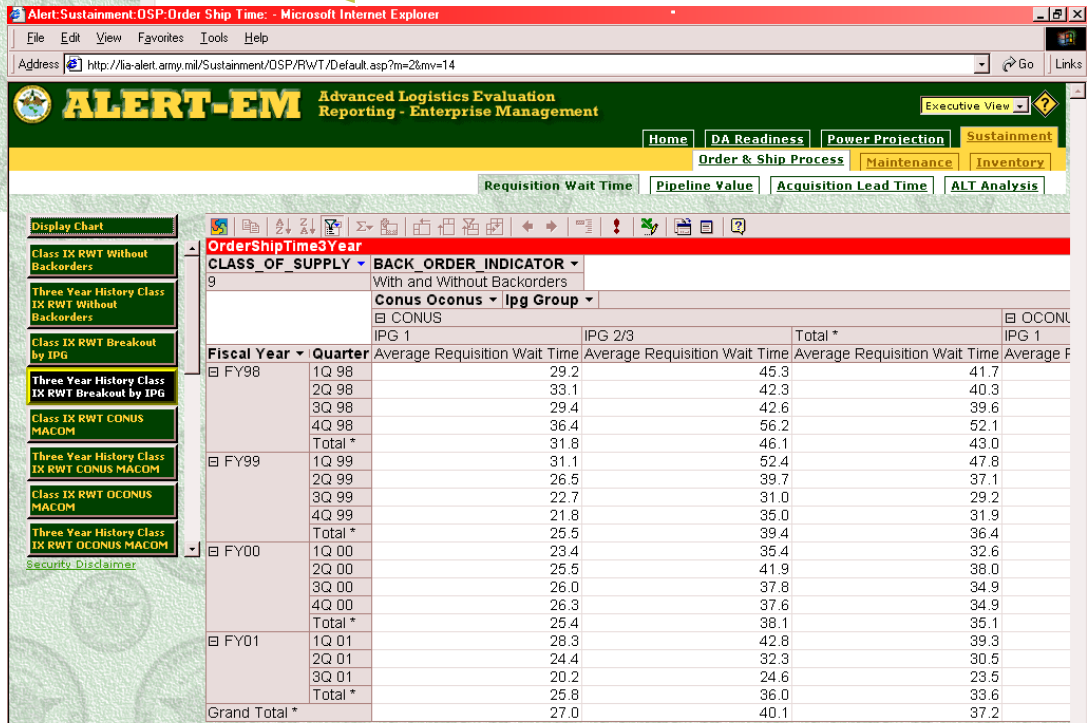
- Common understanding of l
- Automated tool at Action Officers' fingertips:
  - Track Army-wide performance in key process areas – Top Down
  - Identify and isolate problems
  - Research to answer executive and managerial queries.
- ODCS, G-4 leadership instant desktop reference system to access to key business process facts,

Example of ALERT


Alert:Sustainment:OSP:Order Ship Time: - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Address http://lia-alert.army.mil/Sustainment/OSP/RWT/Default.asp?m=2&mv=14
ALERT-EM
Advanced Logistics Evaluation Reporting - Enterprise Management
Executive View
Home
DA Readiness
Power Projection
Sustainment
Order & Ship Process
Maintenance
Inventory
Requisition Wait Time
Pipeline Value
Acquisition Lead Time
ALT Analysis
Display Data
Class IX RWT Without Backorders
Three Year History Class IX RWT Without Backorders
Class IX RWT Breakout by IPG
Three Year History Class IX RWT Breakout by IPG
Class IX RWT CONUS MACOM
Three Year History Class IX RWT CONUS MACOM
Class IX RWT OCONUS MACOM
Three Year History Class IX RWT OCONUS MACOM
Three Year History Class IX RWT Breakout by IPG
Days
60.0
50.0
40.0
30.0
20.0
10.0
0.0
1Q 98 2Q 98 3Q 98 4Q 98 1Q 99 2Q 99 3Q 99 4Q 99 1Q 00 2Q 00 3Q 00 4Q 00 1Q 01 2Q 01 3Q 01
FY98 FY99 FY00 FY01
CONUS - IPG 1
CONUS - IPG 2/3
OCONUS - IPG 1
OCONUS - IPG 2/3
Updated On: 5/6/2001
Security Disclaimer

Executive View

Drill-down to Data

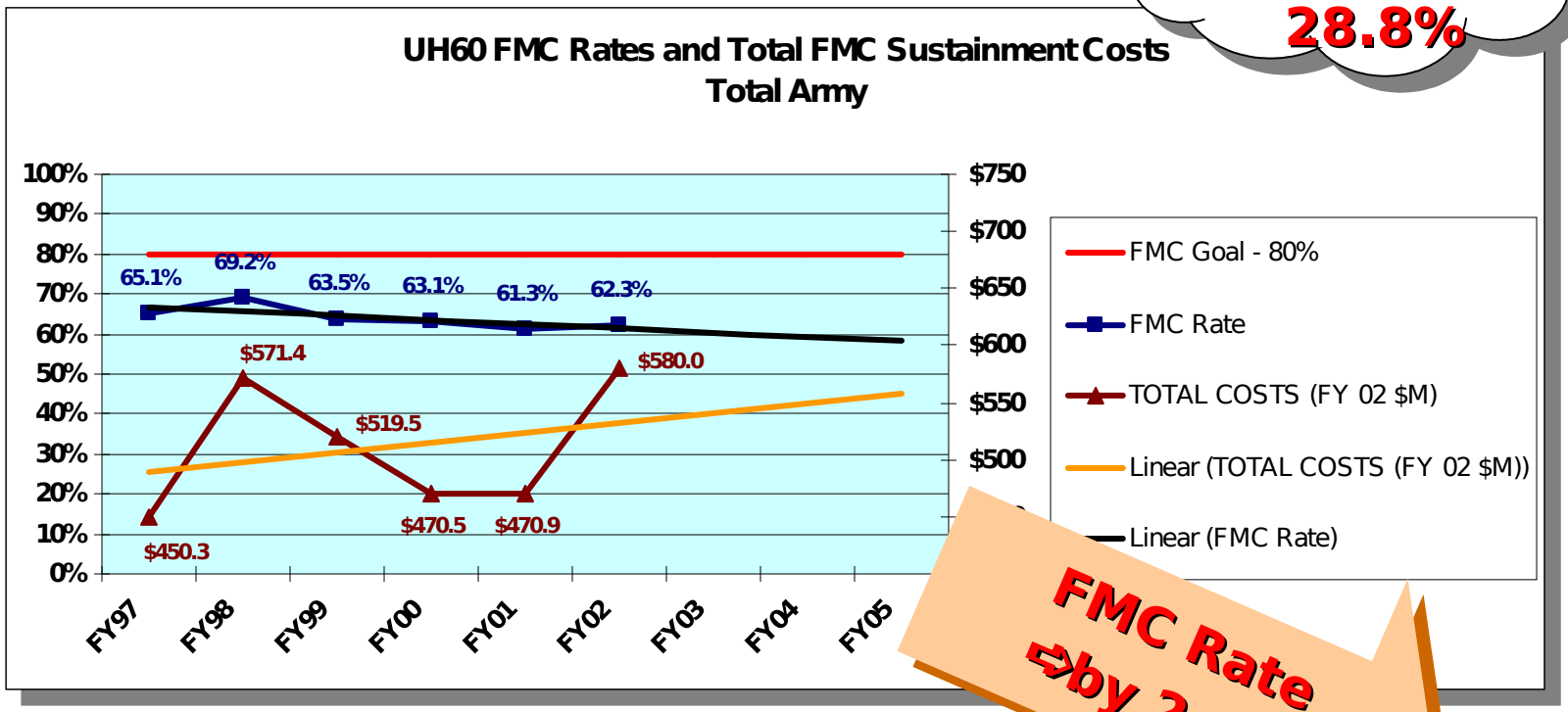


OrderShipTime3Year

CLASS_OF_SUPPLY	BACK_ORDER_INDICATOR				
9	With and Without Backorders				
	Conus Oconus	Ipg Group			
	CONUS				OCONU
	IPG 1	IPG 2/3	Total *	IPG 1	
Fiscal Year / Quarter	Average Requisition Wait Time	Average Requisition Wait Time	Average Requisition Wait Time	Average F	
FY98					
1Q 98	29.2	45.3	41.7		
2Q 98	33.1	42.3	40.3		
3Q 98	29.4	42.6	39.6		
4Q 98	36.4	56.2	52.1		
Total *	31.8	46.1	43.0		
FY99					
1Q 99	31.1	52.4	47.8		
2Q 99	26.5	39.7	37.1		
3Q 99	22.7	31.0	29.2		
4Q 99	21.8	35.0	31.9		
Total *	25.5	39.4	36.4		
FY00					
1Q 00	23.4	35.4	32.6		
2Q 00	25.5	41.9	38.0		
3Q 00	26.0	37.8	34.9		
4Q 00	26.3	37.6	34.9		
Total *	25.4	38.1	35.1		
FY01					
1Q 01	28.3	42.8	39.3		
2Q 01	24.4	32.3	30.5		
3Q 01	20.2	24.6	23.5		
Total *	25.8	36.0	33.6		
Grand Total *	27.0	40.1	37.2		

WHAT ARE THE COSTS?
UH60 Total Cost

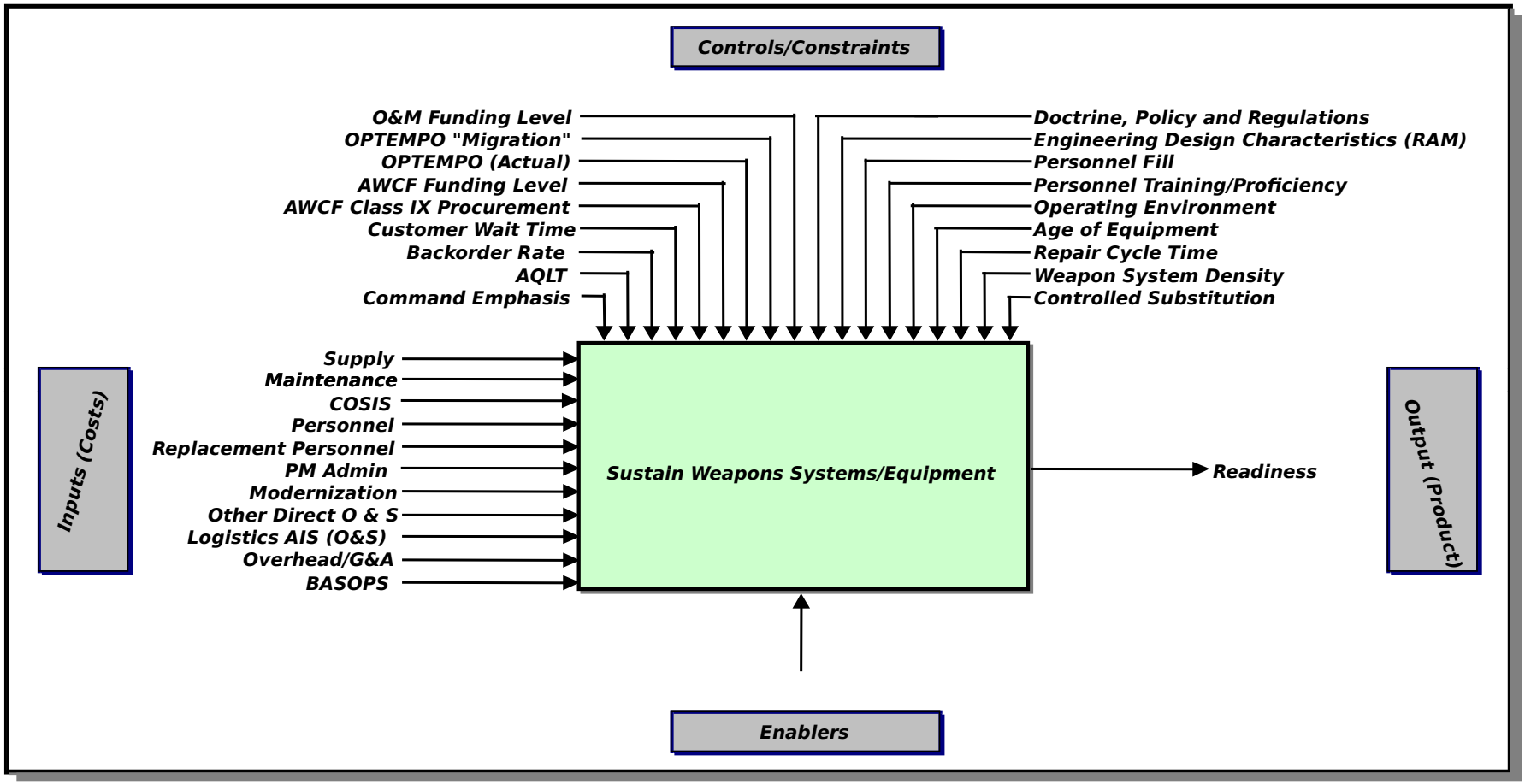
Total Cost ⇨ by 28.8%



FMC Rate ⇨ by 2.9% points

What other factors are in play?

READINESS
COST TO PERFORMANCE MODEL



COST MODEL CONTENT
Example – UH60

UH60 READINESS COST ELEMENTS	FY 97	FY98	FY 99	FY 00
1.0 FIXED COSTS	$ 210,416,351	$ 331,242,991	$ 222,443,987	$ 157,155,643
1.1 Unit Maintenance Personnel	$ 130,399,649	$ 136,026,773	$ 139,915,727	$ 87,884,030
1.2 Depot Maintenance	$ -	$ 2,649,025	$ 3,049,092	$ 3,613,530
1.3 PM Admin	$ 4,609,025	$ 5,818,988	$ 6,547,945	$ 8,135,152
1.4 Modernization	$ 12,339,046	$ 120,837,252	$ 3,197,522	$ 13,833,005
1.5 Logistics AIS (O&S)	$ -	$ -	$ -	$ -
1.6 Unit Maintenance Indirect	$ 42,053,887	$ 43,868,634	$ 45,122,822	$ 28,342,600
1.7 BASOPS	$ 21,014,744	$ 22,042,319	$ 22,957,848	$ 15,347,327
2.0 VARIABLE COSTS	$ 239,869,082	$ 240,118,616	$ 298,757,914	$ 313,362,056
2.1 Class IX	$ 198,853,800	$ 201,850,070	$ 256,023,350	$ 269,721,206
2.2 Intermediate Maintenance	$ 13,852,010	$ 13,539,198	$ 15,611,315	$ 19,352,698
2.3 COSIS	$ -	$ -	$ -	$ -
2.4 Other Direct O & S	$ 10,852,862	$ 7,480,178	$ 9,381,357	$ 9,703,005
2.5 Unit Maintenance Personnel Replacement	$ 13,765,228	$ 14,438,318	$ 15,301,581	$ 11,046,840
2.6 Intermediate Maint/Other O & S Indirect	$ 1,388,307	$ 1,638,402	$ 1,341,617	$ 2,194,951
2.7 BASOPS	$ 1,156,875	$ 1,172,450	$ 1,098,695	$ 1,343,356
TOTAL COST	$ 450,285,433	$ 571,361,607	$ 519,548,870	$ 470,517,699

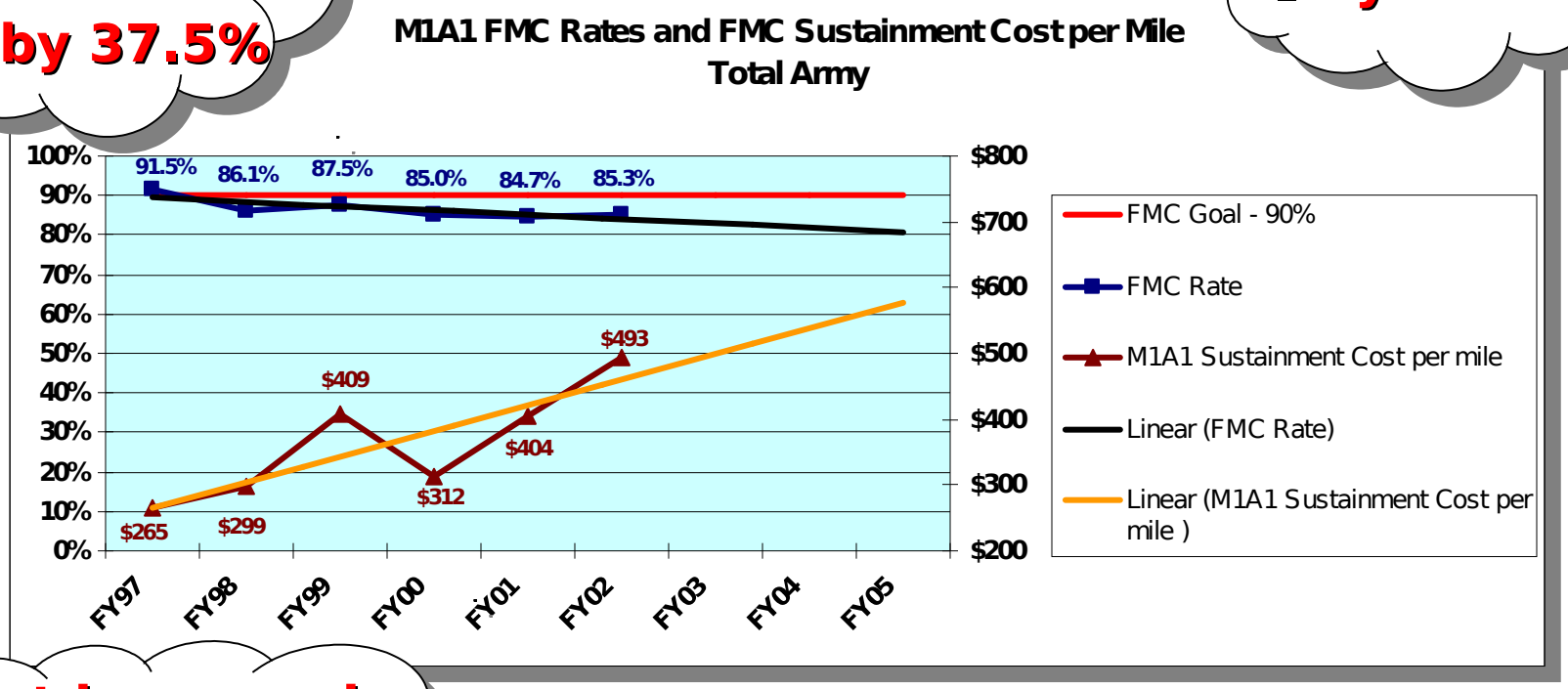
- High level summary roll-up by major cost category
- Has built-in “drill down” capability
- Generally follows CEAC convention for display of costs

(continued)

WHAT ARE THE COSTS?
M1A1 Cost per Mile

OPTEMPO (miles) ↓ by 37.5%

Cost per mile ↑ by 86.2%



Cost increased while density and OPTEMPO decreased

Annual cost per tank increased at a much greater rate (86.2%) than the Total Cost growth rate (7.6%) and increased while FMC dropped

COST MODEL CONTENT
Example –
Constraint Correlations

	Total FMC	*Age of Fleet (years)*	*Density*	*Actual OPTEMPO (flying hours)*	*Funded OPTEMPO (flying hrs/mo)*	*Annual Funding (AWCF Acquisition)*	*Annual Funding (AWCF/ OMADepot)*	*RWT (days)*
Total FMC	1							
Age of Fleet (years)	-0.7145015	1						
Density	-0.6969987	0.946694	1					
Actual OPTEMPO (flying hours)	-0.0081602	0.306644	0.530445	1				
Funded OPTEMPO (flying hrs/mo)	-0.6428717	0.51883	0.887772	0.82340497	1			
Annual Funding (AWCF Acquisition)	-0.367004	0.771044	0.769124	0.53280476	0.77968378	1		
Annual Funding (AWCF/OMA Depot)	-0.673508	0.888924	0.910914	0.40552885	0.85044795	0.90129681	1	
RWT (days)	0.15592623	-0.60997	-0.65317	-0.6729139	0.47387228	-0.4168383	-0.3539901	1
BO Rate	-0.5421521	0.808723	0.775206	0.2320865	0.74105441	0.90745531	0.9566993	-0.1775
Personnel Fill % (67T)	-0.7970522	0.948843	0.973559	0.42911228	0.83495682	0.65392902	0.8396475	-0.66135
Personnel Fill % (Spt)	0.45524669	-0.27102	-0.26688	-0.0347546	-0.7736251	-0.5927541	-0.607895	-0.4024
AQLT (days)	-0.4084569	0.999434	0.96438	-0.9329003	-0.9010816	0.8070129	0.9570754	-0.06493
RCT (days) Class IX	0.2765268	-0.00455	-0.547	-0.9571163	-0.8524705	-0.3481585	-0.4508268	-0.31629
RCT (days) Class VII	0.87579332	-0.93448	-0.88634	-0.2727286	-0.7089309	-0.9915758	-0.9646103	-0.54146
Total Cost (FY 02 $M)	0.32223542	0.333798	0.17694	0.02511081	-0.4251513	0.22614074	0.0466682	-0.57331
Fixed Cost (FY 02 $M)	0.95172927	-0.67903	-0.70953	-0.0193552	-0.9646036	-0.3997204	-0.7402554	0.031635
Variable Cost (FY 02 $M)	-0.6951781	0.939897	0.84505	0.0354367	0.19143605	0.57152044	0.7700604	-0.48671

Potential as predictive factor for FMC (± .7 or higher correlation)
Potential as predictive factor for Cost (± .7 or higher correlation)
Counterintuitive (probably result of other factors at play)

Next Steps

Integrate metrics into normal logistics business practices

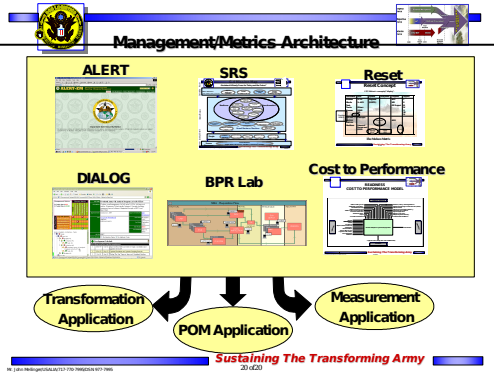
- **Institutionalize in POM process**
  - **Budget and Performance Integration – MID 910**
- **Integrate into Knowledge Management Environment**
  - **XYZ metric is automatically monitored, when out-of-tolerance recommended corrective action is provided**

Inside Southwest Airlines, Storied Culture Feels Strains

-Wall Street Journal article

"Southwest, the only profitable airline among the nine U.S. majors, …."

- **"Southwest's growth – as measured in the seating capacity of its fleet – has slowed to 4% to 5% annually…"**
- **"…which track the cost to fly one seat one mile – were 22% below those of Continental Airlines…."**
- **"30 consecutive years of profit"," fourth-biggest airline", "on-time performance"**



Focus Areas

- **Transformation Metrics**
- **SRS Support systems**
- **ODCS, G-4 Director Metrics**
- **Relating Cost to Performance**
  - **Other SORTS**
  - **CWT**
  - **Power**

Bottom Line

The BPR Lab is a very powerful capability to help:

- **Develop and Communicate Vision**
- **Quantify impact**
- **Facilitate the Logistics Transformation "change management" process**

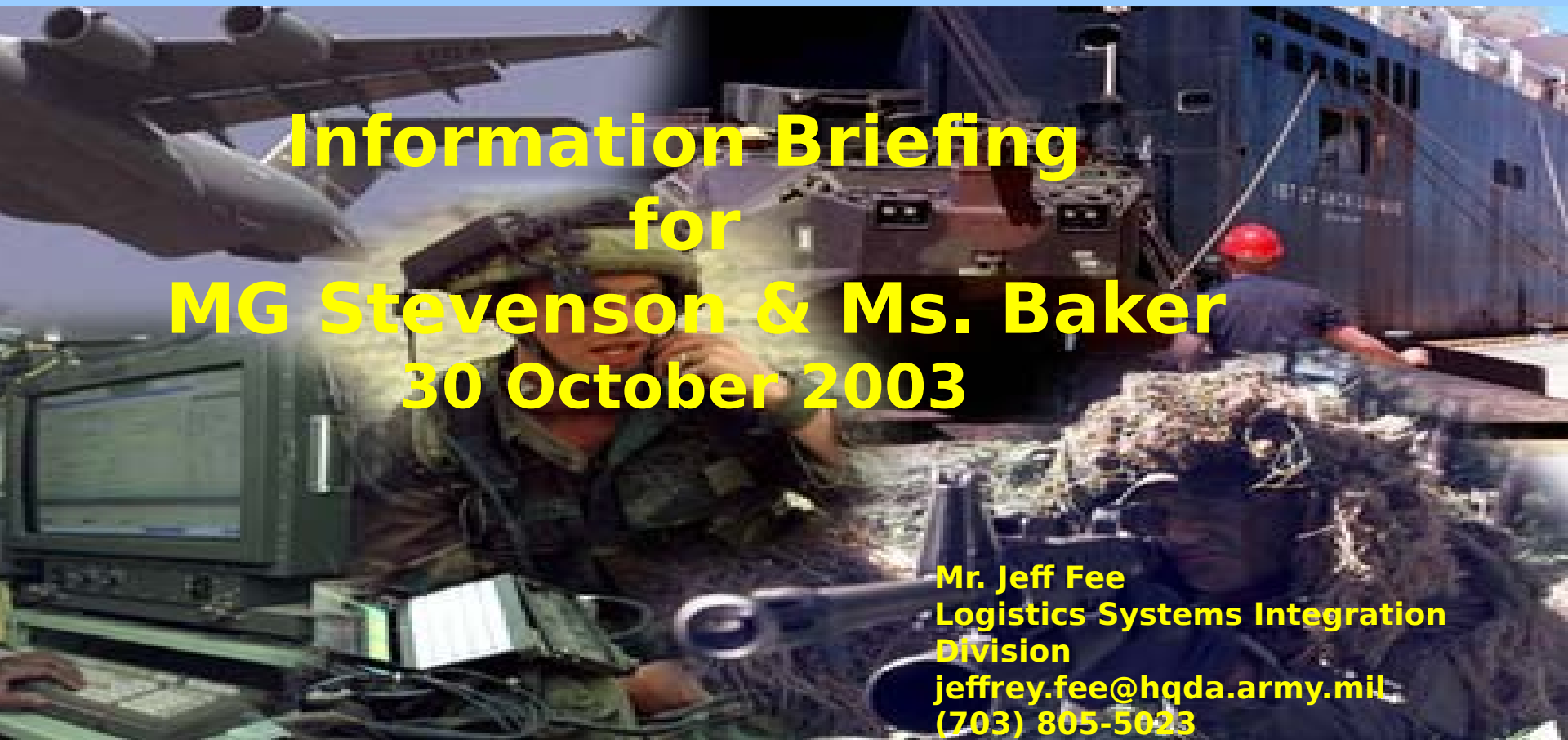
The Metrics Program is a very powerful capability to help:

- **Drive behavior**
- **Manage, communicate, and execute our Logistics Transformation strategy**

United States Army

Logistics Transformation Agency

Tactical Logistics Data Digitization (TLDD)



Information Briefing
for
MG Stevenson & Ms. Baker
30 October 2003

Mr. Jeff Fee
Logistics Systems Integration Division
jeffrey.fee@hqda.army.mil
(703) 805-5023

Topics

- **Tactical Gap**
- **Tech Overview**
- **Integration Objectives**
- **Immediate Future for TLDD**
- **JCALS Project Description**
- **JCALS TM Functionality**

TLDD is a Facilitating LOG Link to Soldiers and Platforms

JCALS is a DoD Document Management & Publishing Tool

Tactical Gap

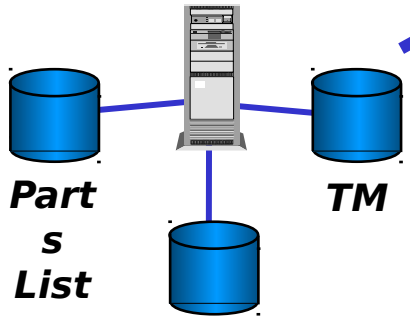
Tech data not getting to the Warfighter
(Not web enabled, interactive)

JCALS

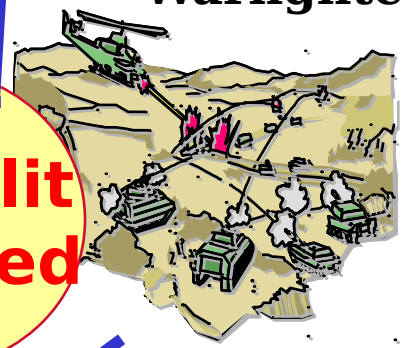
Tech Data

Mechanics w/o ETM readers
Operators w/o automation
(Log systems based on paper forms)

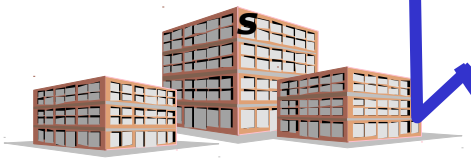
Tactical Warfighter



Capability Needed



Supply & Maint Data



ICPs / PMs / Depots
(Maintenance and Supply Authoritative Data)

Wholesale Logistics Transformation **GCSS Community**

Transactions not captured at the source
(Data re-entered into supply system)

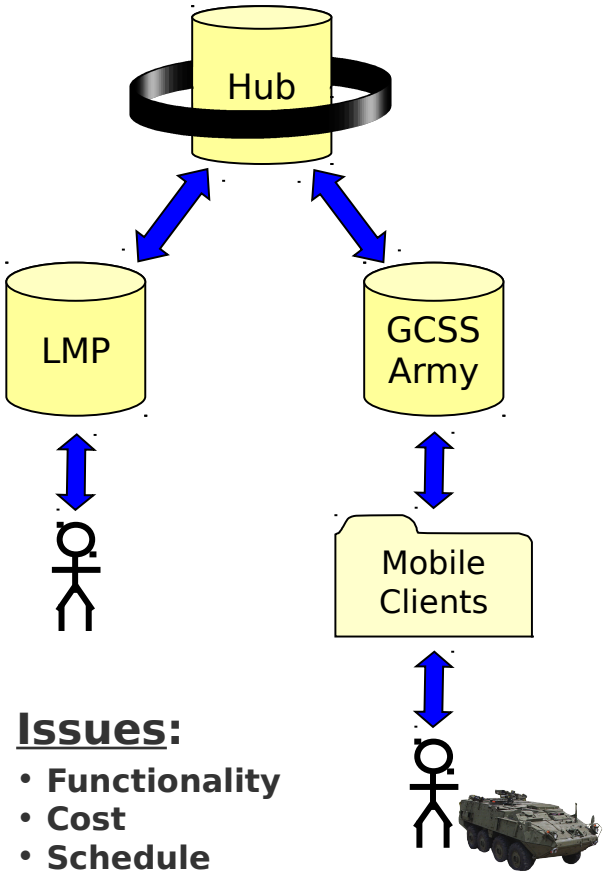
TLDD Technical Overview

- TLDD consists of:
  - Electronic Technical Manual Data Conversion from PDF to XML
  - Digital PMCS & Log Book (DLB)
  - Integrated Parts Selection (IPS) with ETM-Interface (ETM-I) to ULLS-G/SAMS-1
  - Mechanic ETM Readers & Operator Handheld Devices (i.e., PDAs)
  - Wireless Communications

Integration vs. Interoperability

What is the best solution? ... Requires independent analysis.

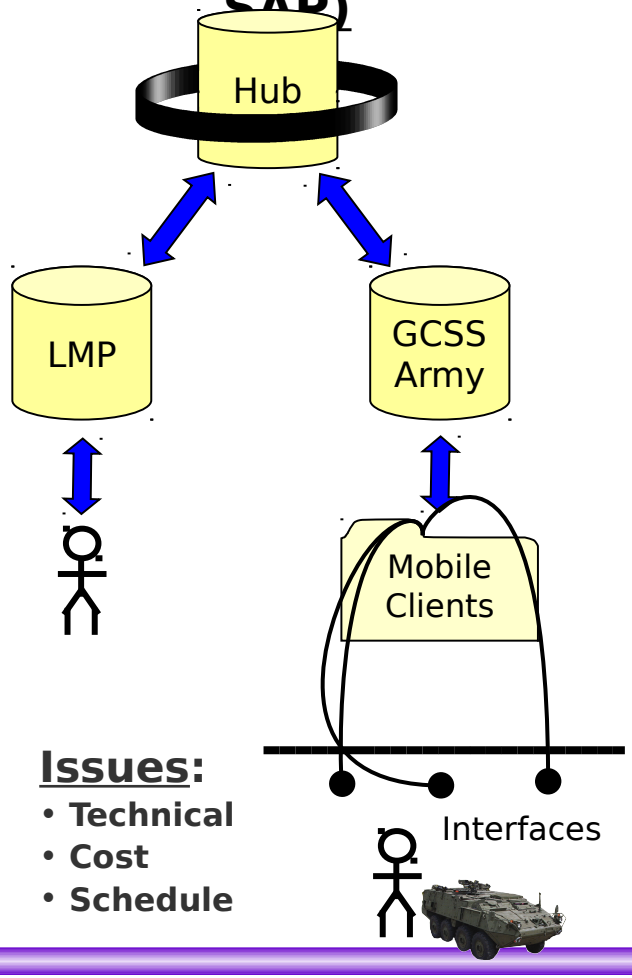
Integrated (All SAP)



Issues:

- **Functionality**
- **Cost**
- **Schedule**

Interoperable (Not All SAP)



Issues:

- **Technical**
- **Cost**
- **Schedule**

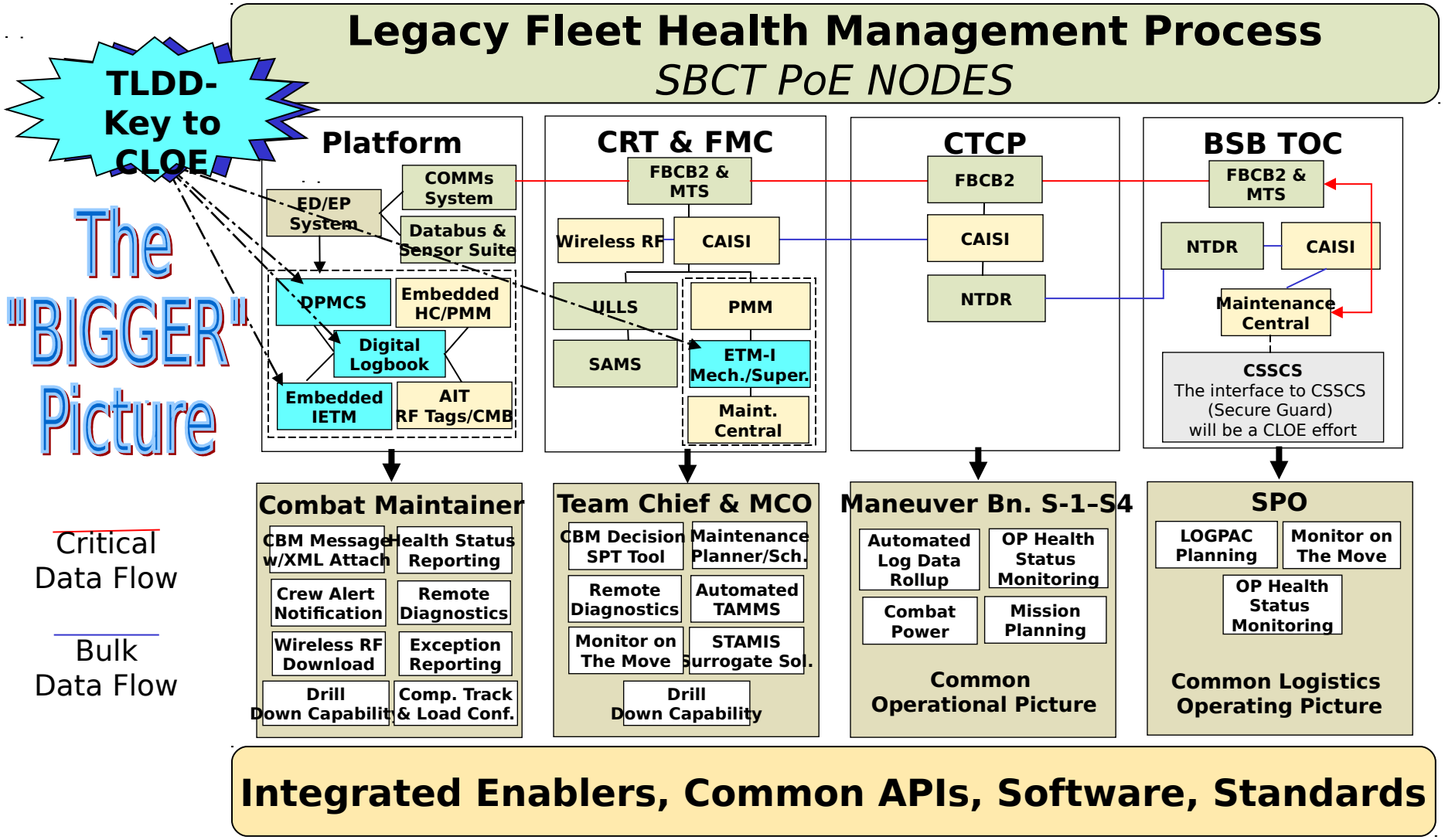
Immediate Future for TLDD

- **There is a Program Office (PO TLDD) under PM JCALS overseeing TLDD**
- **PO TLDD is working the DA-approved TLDD fie**
- **Must Work Nearer-term ERP-Related Issues**
  - **Mobile Engine/Bolt-on Issue**
  - **CDMS, National-Level Data Repository, and Connectivity to the ERP**
  - **Guide Future Investment Decisions**

PO TLDD Exploring Content Data Management System (CDMS)

- **TLDD is Moving Forward—SBCT 1 & 2 Fielded; FY 2003/2004 Fielding of SBCT 3 (Alaska), and ETM-I only (per their request) to 8th Army/2 ID (Korea)**

TLDD & CLOE Architecture



JCALS Project Description

Enabling the DoD Logistics Enterprise

Joint Technical Manual (JTM) Application

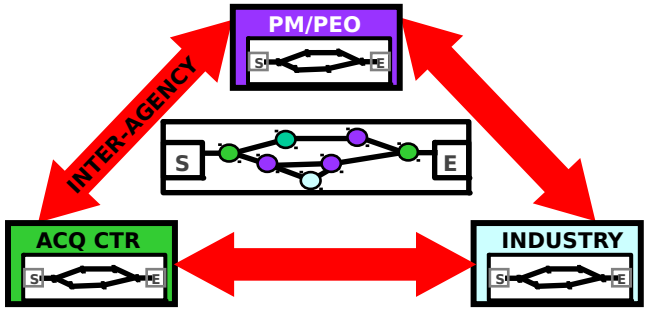
Accelerating the TM Life Cycle Process To Improve Readiness Where It Counts

Knowledge Portal

Access To The Right Knowledge--Asset Visibility, Product & Support Data

Collaboration Tools

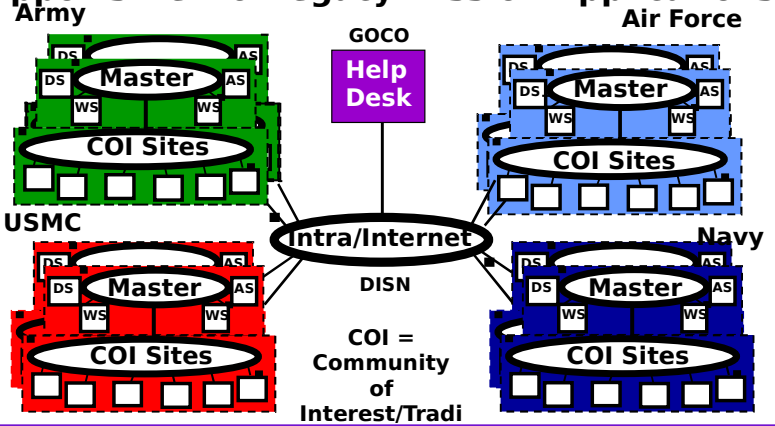
Enterprise Workflow Tools Enable Process Collaboration Among Organizations & Industry



Both Current Processes & BPR

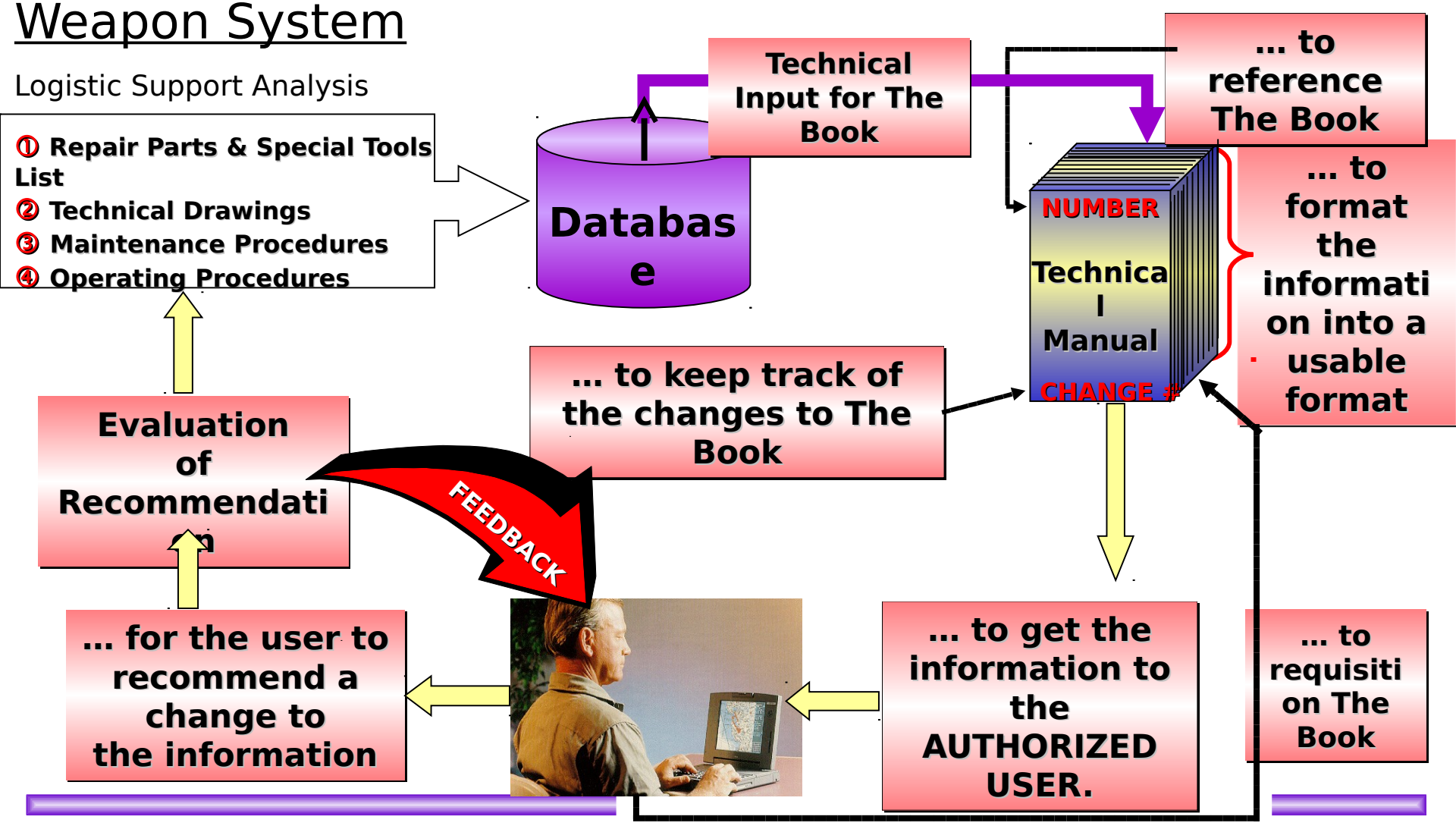
Enterprise Framework

Secure, Web-Enabled Enterprise Middleware Supports New & Legacy Mission Applications



JCALS TM Functionality

The Technical Manual Lifecycle


Weapon System
Logistic Support Analysis
① Repair Parts & Special Tools List
② Technical Drawings
③ Maintenance Procedures
④ Operating Procedures
Database
Technical Input for The Book
… to reference The Book
NUMBER
Technical Manual
CHANGE #
… to format the information into a usable format
… to keep track of the changes to The Book
Evaluation of Recommendation
FEEDBACK
… for the user to recommend a change to the information
… to get the information to the AUTHORIZED USER.
… to requisition The Book

JCALS Functionality in the ERP

- **Content Data Management System – Who Develops, Operates, and Manages Policy, Procedures, and Content for the *System*?**

- **Management of Changes to and Publishing of ETMs & IETMs, Depot-level Drawings & Documents, OEM Data, DA Forms & Publications**
  - **Technical and Materiel Enhancements – Relevant to ERP, or**
  - **A Throw-away Capability Filling a Critical Gap Until ERP?**

- **Relationship to the School Houses – Currently a User of JCALS Products**

- **Getting information to the Platform and Soldier in an ERP Environment – Who, What, When, and How?**

- ✓ **Bottomline: Need JCALS-Like Capabilities in the ERP**

United States Army

Logistics Transformation Agency

Weapon Systems Life Cycle Management Transformation Support Team

Information Briefing for MG Stevenson & Ms. Baker 30 October 2003

Mr. Michael Ducody
Materiel Logistics Division
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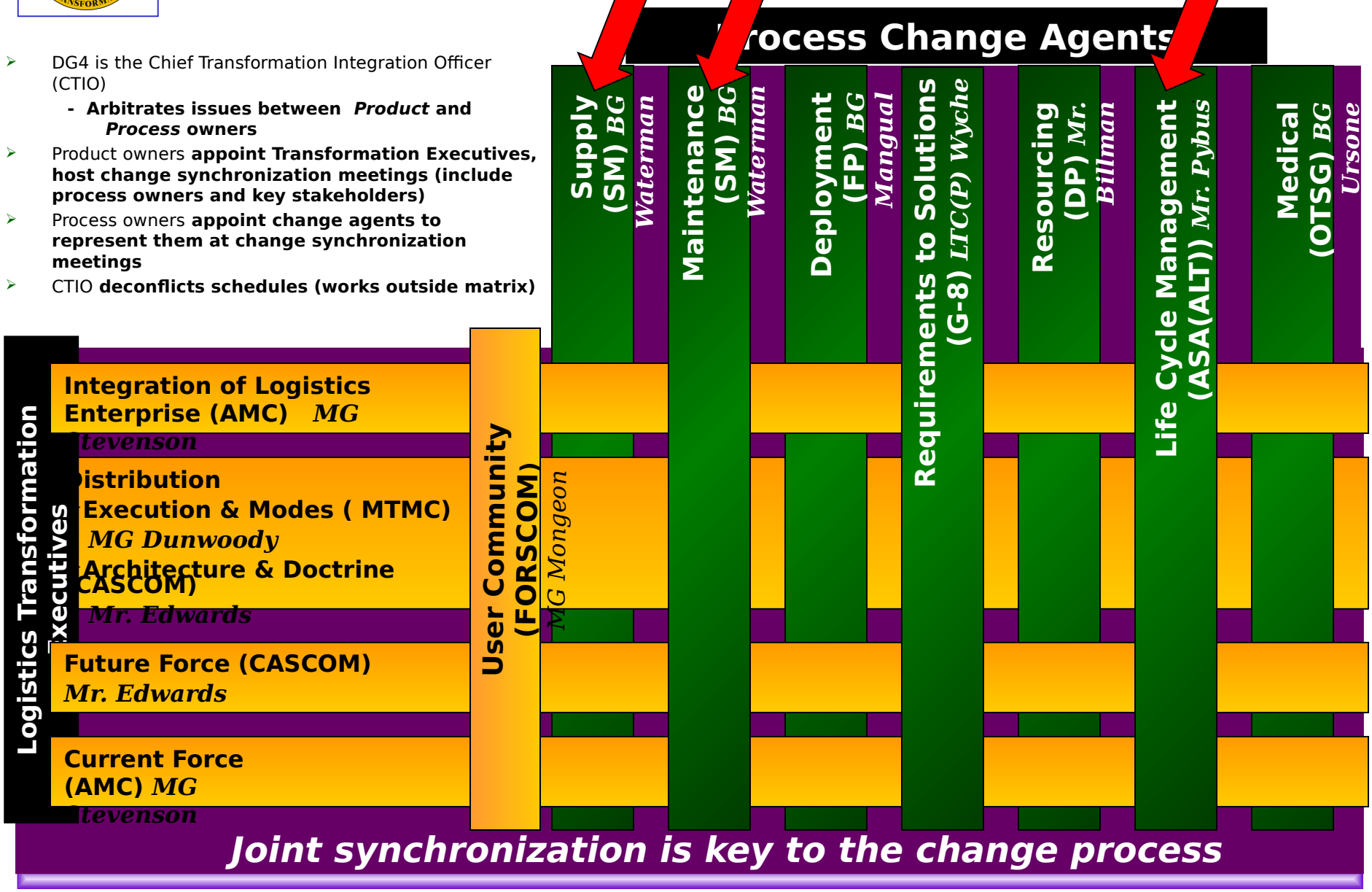
Mission of Team

While providing logistics management expertise and technical support to facilitate meeting logistics transformation goals for the current and future forces (reducing deployability timelines, lowering combat zone footprint, and reducing the total cost of logistics while maintaining combat readiness), assist ASA(ALT) and Army G-4 in accomplishing their responsibilities for logistics matters in executing life cycle management functions.

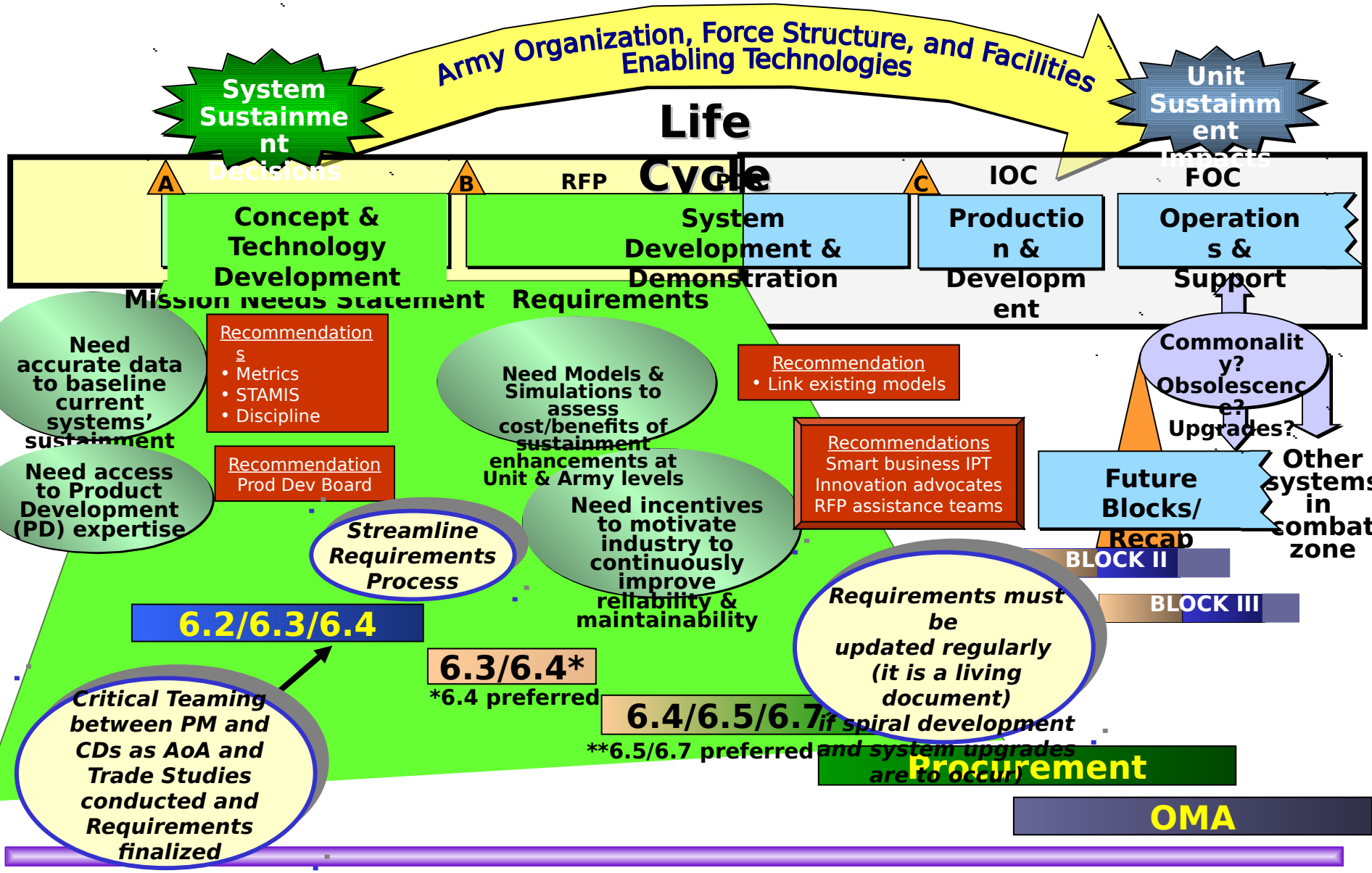
- **End-to-end solutions and interfaces.**
- **Timely, accurate data and information.**

Maturation of LT Framework

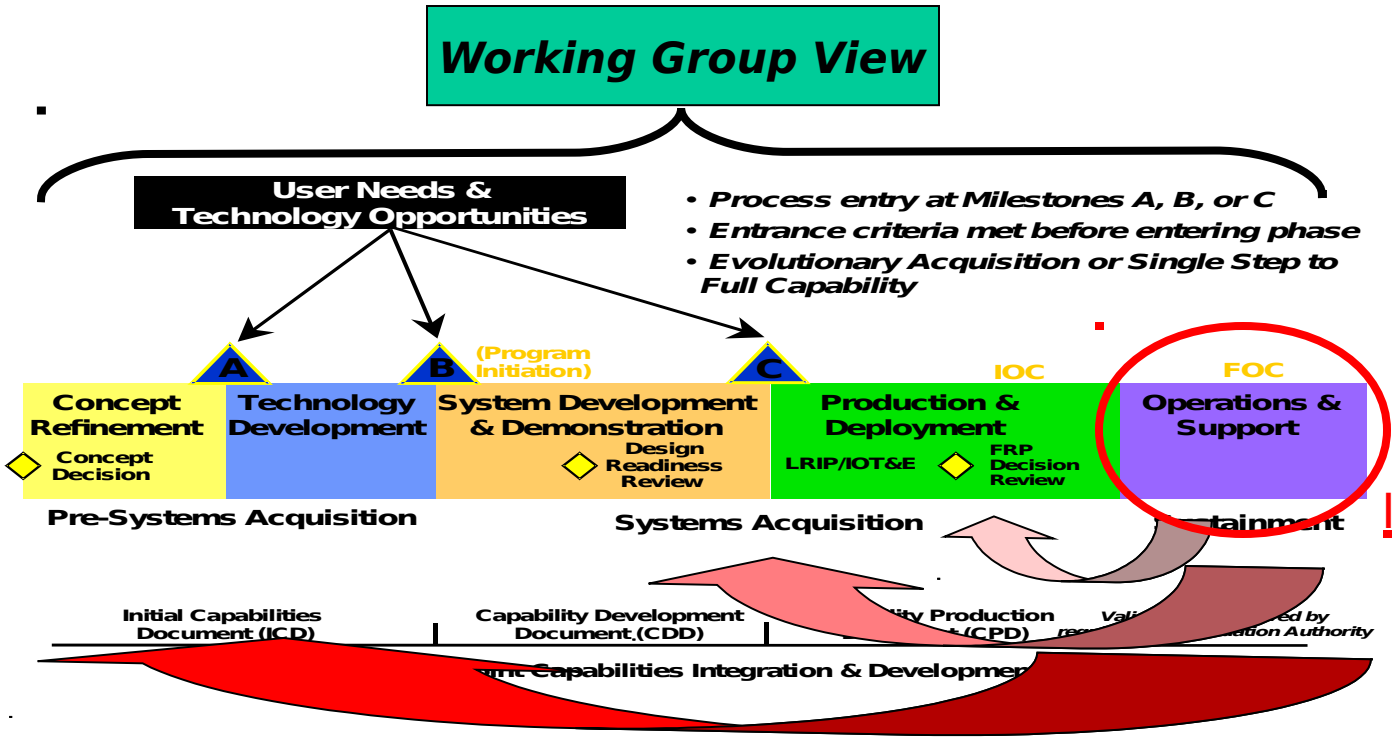
- DG4 is the Chief Transformation Integration Officer (CTIO)
  - **Arbitrates issues between *Product* and *Process* owners**
- Product owners **appoint Transformation Executives, host change synchronization meetings (include process owners and key stakeholders)**
- Process owners **appoint change agents to represent them at change synchronization meetings**
- CTIO **deconflicts schedules (works outside matrix)**


Process Change Agents
Supply (SM) BG Waterman
Maintenance (SM) BG Waterman
Deployment (FP) BG Mangual
Requirements to Solutions (G-8) LTC(P) Wyche
Resourcing (DP) Mr. Billman
Life Cycle Management (ASA(ALT)) Mr. Pybus
Medical (OTSG) BG Ursone
Logistics Transformation Executives
Integration of Logistics Enterprise (AMC) MG Stevenson
Distribution Execution & Modes (MTMC) MG Dunwoody
Architecture & Doctrine (CASCOM) Mr. Edwards
Future Force (CASCOM) Mr. Edwards
Current Force (AMC) MG Stevenson
User Community (FORSCOM) MG Mongeon
Joint synchronization is key to the change process

Total Life Cycle Management



Sustainment as part of LCM



IMMEDIATE EFFECTS

- ***Look at LCM in an end-to-end logistics support and sustainment view of the transfo***
- ***Identify gaps and redundancies and potential solution sets.***
- ***Focus on the "gaps" identified for action by DALO-SM, ASA(ALT) and LTA.***
- ***Coordinate and synchronize the LCM – related efforts required for the transformatio***

Bringing it Together

- **Focus effort and integrate action.**
  - **End-to-end view, interfaces and development of solutions.**
  - **Use EDAPS/CLOE model of integrated effort.**
    - **Technical core team**
    - **Subject Matter Experts as needed**
    - **Periodic report out to established groups**
  - **Take advantage of G-4 and field relationships.**

WSLCM Support Team Focus Areas

Help Process Change Agents identify, coordinate, synchronize and provide programs, enablers, and initiatives that achieve the goals set forth in the Logistics Transformation Executives' Vision

- **Evaluate product owner visions and LITF LCM recommendations**
- **Inventory LCM-related programs, projects, studies and actions to determine what is being planned and implemented DOD-wide**
- **Conduct gap analysis and define specific solutions and CSS enablers for evaluation, analysis, and possible adoption**
- **Participate in product owner IPTs and help to integrate their efforts**
- **Develop a strategy for integrating and synchronizing S&T enablers with the LCM processes**
- **Assist in the development of analytical tools to be used to assist PMs in LCM**
- **Develop necessary policy, funding strategy, execution plans, and metrics to monitor the achievement of each transformation goal through supporting enablers**
- **Develop detailed process descriptions to be used in modeling "As-Is" and**

Stakeholders

U.S. Army Logistics Transformation Agency

CASCOM

- **LOIA-ML**

TRADOC

- **LOIA-FL**

Reserve

- **LOIA-LS**
- **LOIA-BP**
- **LOIA-AP**

ASA (ALT)

Deputy Chief of Staff, G-3

Deputy Chief of Staff, G-4

- **DALO-SM**
- **DALO-PL**
- **DALO-RM**

Deputy Chief of Staff, G-8

AMC

Army

ARNG

Others ???

WRAP UP